



# **Curriculum of Master of Business Administration (MBA)**

**BRAC Business School  
BRAC University**

**This version of the curriculum is:**

Spring 2023 (expected to be effective upon approval by the Academic Council)

Applicable to the students who enroll to the program in spring 2023 and onwards.

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**A. Program General Information**

<b>Title of the Academic Program:</b>	Master of Business Administration
<b>Name of the Degree:</b>	Master of Business Administration
<b>Abbreviation:</b>	MBA
<b>Program Offering Entity: (Department/School /Institute)</b>	BRAC Business School (BBS)
<b>Name of the University:</b>	BRAC University
<b>Minimum Credit Hour Requirement:</b>	60 Credit Hours
<b>Duration (Year/Semesters):</b>	2.5 Years (5 Semesters)
<b>Total Class Weeks per Semester:</b>	14 Weeks
<b>Minimum CGPA requirements for graduation:</b>	2.5
<b>Maximum Academic Years of Completion:</b>	5 Years
<b>Admission Requirements:</b>	
<p>Minimum Bachelor Degree (15 years of education or 14 years of education with 8 or more years of corporate experience) having at least 2<sup>nd</sup> Class/Division or CGPA 2.5 out of 4.0 or equivalent (from any government authorized university).</p> <ul style="list-style-type: none"> <li>• Minimum GPA of 2.5 or 2<sup>nd</sup> Class in SSC/Equivalent and HSC/Equivalent separately (including additional subject).</li> <li>• Minimum GPA of 2.5 in O-Levels in five subjects and A-Levels in two subjects according to the scale (A=5, B=4, C=3, D=2 and E=1). Only one E is acceptable.</li> </ul> <p><b>Admission Test</b></p> <p>All eligible applicants, unless exempted*, are required to sit for a written admission test. Those who qualify in the written test will be called for interview for final selection.</p> <p><b>*Eligibility for exemption from the written test:</b></p> <p>(a) BRACU graduates having CGPA 3.0 or above and</p> <p>(b) Applicants with the GRE/GMAT scores as specified below:</p> <ul style="list-style-type: none"> <li>- Old GRE score of 450 verbal/550 analytical/650 quantitative and</li> <li>- Revised GRE score of 300 total for combined verbal and quantitative scores,</li> <li>- GMAT total combined score of 560.</li> </ul> <p><b>GRE/GMAT scores are considered valid for 5 (five) years after the test date.</b></p> <p><i>Interview is mandatory for all qualified applicants</i></p>	

#### **B. Brief Description of the Program**

The **Master of Business Administration (MBA)** program of BRAC Business School (BBS) aims at enabling students to learn and practice the contemporary business and management concepts, principles, tools, techniques and methods. This program is designed for graduates who would be entering the job market for the first time, mid-level executives in organizations aspiring to career advancement, career-changers exploring new industries, or entrepreneurs who would like to jump-start their first business venture. This program offers concentration in the following functional areas of business:

- Accounting
- Finance
- Human Resources Management
- Marketing
- Operations and Supply Chain Management
- Entrepreneurship and
- Information Technology Management.

The MBA of BBS is a skill-based, 60-credit hour (19 courses and an internship) program with a duration of two-and-half years of full-time study. However, a student may be eligible for a waiver of up to 24 credits depending on his/her academic background. A student may choose to enroll as a part-time student. Thus, the exact duration for a particular student will depend on the credit waiver received and the chosen course loads. All classes are held in the evening on weekdays and during weekend.

### **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 the school:**

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

#### **Mission of the 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)**

BRAC Business School's MBA Program will prepare our graduates to:

- PEO-1:** gain solid knowledge and analytical skills necessary for professional development through experiential learning and training in the areas of sustainable business operations.
- PEO-2:** demonstrate innovative and critical thinking, apply problem-solving and decision-making techniques to excel in their professional endeavors in diverse areas of business operations.
- PEO-3:** exhibit effective, collaborative and ethical leadership skills to solve real-world business problems in a global environment.
- PEO-4:** recognize human values, lead with integrity and ensure sustainable positive impact on the stakeholders and society.

#### **E. Program Learning Outcomes (PLOs)**

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

<b>Sl.</b>	<b>PLO Description</b>
<b>PLO1</b>	recognize and understand the principles, functions and operations of businesses;
<b>PLO2</b>	apply analytical tools and techniques for problem-solving and decision-making in varying management settings;
<b>PLO3</b>	Analyze the micro and macro-economic business environment;
<b>PLO4</b>	demonstrate critical thinking and cognitive skills in complex business environment;
<b>PLO5</b>	conduct methodological research with analytics, business intelligence and technology;
<b>PLO6</b>	gain strategic and ethical leadership skills that uphold human values;
<b>PLO7</b>	understand the local/global business environment, identify risks and opportunities at the functional and strategic levels;
<b>PLO8</b>	effectively communicate qualitative and quantitative business information in a logical manner; and
<b>PLO9</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**

The MBA program educational objectives are derived within the framework of the mission of BRAC University and the mission of the BRAC Business School.

PEOs	Mission 1: (Create and share knowledge)	Mission 2: (Uphold human values)	Mission 3: (Promote sustainability)
<b>PEO-1:</b> gain solid knowledge and analytical skills necessary for professional development through experiential learning and training in the areas of sustainable business operations.	X		X
<b>PEO-2:</b> demonstrate innovative and critical thinking, apply problem-solving and decision-making techniques to excel in their professional endeavors in diverse areas of business operations.	X		X
<b>PEO-3:</b> exhibit effective, collaborative and ethical leadership skills to solve real-world business problems in a global environment.		X	X
<b>PEO-4:</b> recognize human values, lead with integrity and ensure sustainable positive impact on the stakeholders and society.		X	X

('X' indicates correlation)

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

The following table shows the relationship of the MBA Program Outcomes to the Program Educational Objectives:

PLOs	PEO-1	PEO-2	PEO-3	PEO-4
PLO1	X			
PLO2		X		
PLO3		X		
PLO4		X		
PLO5	X	X		
PLO6			X	X
PLO7	X	X		
PLO8	X			
PLO9	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			
PLO2	X			
PLO3	X			
PLO4			X	
PLO5	X			
PLO6				X
PLO7	X			
PLO8		X		
PLO9	X			

('X' indicates correlation)

**I. Mapping of courses with the PLOs (only foundation, core, advanced core and integrative courses)**

Course ID	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
BUS521	X	X							
BUS522								X	
BUS524		X							
BUS525			X						
BUS526		X							
BUS527	X					X			
BUS528	X				X				
BUS529	X						X		
BUS620					X				
ACT620		X							X
FIN620		X							X
MKT620	X						X		X
HRM620	X					X			X

OPN620		X							X
BUS670	X	X	X	X	X	X	X	X	
BUS675	X	X	X	X	X	X	X	X	
BUS680	X				X			X	
Major: Required and Elective Courses									X

(‘X’ indicates correlation)

## J. Curriculum Structure

Students are required to complete a minimum of 12 courses (subject to the course waiver policy) for successful completion of the MBA Program. The standard duration of the MBA program is 2.5 years (5 Semesters). However, one may complete the graduation requirements within a slightly shorter or over a longer period – depending on the credit waiver received and the chosen course loads. The overall structure of the program is given below:

### Course Categories

Category	Minimum Credit Requirements
• Foundation Courses* (7)	21
• Advanced Core Courses (7)	21
• Integrative/Capstone Courses (2)	6
• Program Elective/Concentration/Major Courses** (3)	9
• Internship/Thesis/Projects (if applicable) *** (1)	3
<b>Total Credits</b>	<b>60</b>

*\*Students may be waived 1 – 7 foundation courses depending on their previous academic records. In such case, the total number of courses may reduce. Thus, a student must take a minimum of 12 courses and may require a maximum of 20 courses to complete their degree.*

*\*\*Students may opt for double major option or no major option.*

*\*\*\*Students with at least three months of relevant full-time work experience or equivalent may be waived from the internship.*

## Detail structure of the program

<b>Cate gory</b>	<b>Course Code and Title</b>	<b>Credit Hours</b>	<b>Contact Hours/Week</b>
<b>FOUNDATION COURSES</b>		<b>21</b>	<b>21</b>
<b>(7 courses - 21 credits)</b>			
<i>These courses are waiveable subject to course waiver policy</i>			
BUS521	Accounting for Professionals	3	3
BUS522	Managerial Communications	3	3
BUS524	Quantitative Techniques in Business Operations	3	3
BUS526	Financial System and Managerial Finance	3	3
BUS527	Organizational Behavior, Leadership and Ethics	3	3
BUS528	Management Information System	3	3
BUS529	Marketing Management	3	3
<b>ADVANCED CORE COURSES</b>		<b>21</b>	<b>21</b>
<b>(7 courses - 21 credits)</b>			
BUS525	Macro Analysis and Managerial Economics	3	3
BUS620	Business Research Methods and Data Analytics	3	3
ACT620	Strategic Cost and Management Accounting	3	3
FIN620	Corporate Financial Strategy	3	3
MKT620	Strategic Marketing	3	3
HRM620	Strategic Human Resource Management	3	3
OPN620	Logistics and Supply Chain Management	3	3
<b>INTEGRATIVE/CAPSTONE COURSES</b>		<b>6</b>	<b>6</b>
<b>(2 courses - 6 credits)</b>			
BUS670	Entrepreneurship and International Business	3	3
BUS675	Strategic Management and Sustainability	3	3
<b>INTERNSHIP</b>		<b>3</b>	<b>3</b>
<b>(1 course - 3 credits)</b>			
BUS680	Internship	3	3
<b>CONCENTRATION/MAJOR COURSES</b>		<b>9</b>	<b>9</b>
<b>(3 courses - 9 credits)</b>			
<i>Students are required to pursue a major in at least one of the specific areas of business as mentioned below. Students may opt to major in General Business by taking 3 courses from any of MBA major required or elective courses.</i>			
<b>Accounting (3 courses - 9 credits)</b>		<b>9</b>	<b>9</b>
<i>Students are required to take one mandatory course and two elective courses for a Major in Accounting.</i>			
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
ACT651	Advanced Financial Accounting	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
ACT652	Accounting for Performance Management	3	3
ACT653	Accounting Information Systems	3	3
ACT654	Taxation	3	3
ACT655	Auditing	3	3

ACT656	Corporate Governance and Professional Ethics	3	3
ACT658	Financial Reporting Analytics	3	3
ACT666	Contemporary Issues in Accounting	3	3
<b>Entrepreneurship (3 courses - 9 credits)</b>			
<i>Students are required to take one mandatory course and two elective courses for a Major in Entrepreneurship.</i>		<b>9</b>	<b>9</b>
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
ENT651	Business Development for New Enterprises	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
ENT653	Environment of Business, Innovation and Disruption	3	3
ENT654	Small Business Management	3	3
ENT655	Social Entrepreneurship	3	3
ENT656	Entrepreneurial Finance	3	3
ENT657	Innovation Management and Entrepreneurial Marketing	3	3
ENT666	Contemporary Issues in Entrepreneurship	3	3
<b>Finance (3 courses - 9 credits)</b>			
<i>Students are required to take one mandatory course and two elective courses for a Major in Finance.</i>		<b>9</b>	<b>9</b>
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
FIN652	Investment Management	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
FIN651	Financial Institution Management	3	3
FIN653	International Finance	3	3
FIN654	Financial Modeling, Analysis and Forecasting	3	3
FIN655	Derivatives and Risk Management	3	3
FIN656	Entrepreneurial Finance	3	3
FIN657	Financial Technology (FinTech)	3	3
FIN666	Contemporary Issues in Finance	3	3
<b>Human Resources Management (3 courses - 9 credits)</b>			
<i>Students are required to take one mandatory course and two elective courses for a Major in Human Resources Management.</i>			
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
HRM652	Human Resource Planning Policies and Staffing	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
HRM650	Strategic HRM and Application of Integrated Organizational Models	3	3
HRM651	Performance Appraisal System	3	3
HRM653	Leadership and Interpersonal Relations	3	3
HRM655	Industrial Relations and Labor Laws	3	3
HRM659	Technology and Tools for Managing HR System	3	3
HRM660	Management of Organizational Change and Sustainability	3	3
HRM661	Compensation Policy	3	3
HRM663	Sustainability and Industry 4.0	3	3
HRM666	Contemporary Issues in Human Resources Management	3	3

<b>Information Technology Management (3 courses - 9 credits)</b>		<b>9</b>	<b>9</b>
<i>Students are required to take one mandatory course and two elective courses for a Major in Information Technology Management.</i>			
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
ITM655	Digital Transformation	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
ITM630	Technology Management and Innovation	3	3
ITM651	Information Security, Privacy and Policy	3	3
ITM652	Digital Media Analytics	3	3
ITM653	Managing Disruptive Technologies	3	3
ITM654	Exploring and Visualizing Data	3	3
ITM656	Business Intelligence and Data Mining	3	3
ITM666	Contemporary Issues in Information Technology	3	3
<b>Marketing (3 courses - 9 credits)</b>		<b>9</b>	<b>9</b>
<i>Students are required to take one mandatory course and two elective courses for a Major in Marketing.</i>			
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
MKT651	Consumer Behavior	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
MKT652	Digital Marketing Strategies	3	3
MKT653	Strategic Brand Management	3	3
MKT654	Applied Marketing Research	3	3
MKT655	Service Marketing	3	3
MKT656	Global Marketing	3	3
MKT657	Advanced Marketing Communication Strategy	3	3
MKT658	Marketing Analytics	3	3
MKT666	Contemporary Issues in Marketing	3	3
<b>Operations and Supply Chain Management (3 courses - 9 credits)</b>		<b>9</b>	<b>9</b>
<i>Students are required to take one mandatory course and two elective courses for a Major in Operations and Supply Chain Management.</i>			
<b>Mandatory for Major:</b>		<b>3</b>	<b>3</b>
OPN626	Production and Inventory Management	3	3
<b>Electives for Major:</b>		<b>6</b>	<b>6</b>
OPN622	Analytical Decision Making	3	3
OPN623	Project Management	3	3
OPN625	Total Quality Management	3	3
OPN628	Management Science	3	3
OPN630	Technology Management and Innovation	3	3
OPN631	Forecasting and Data Analysis	3	3
OPN666	Contemporary Issues in Operations and Supply Chain Management	3	3

**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	BUS521	BUS522	BUS524	BUS527
	2 <sup>nd</sup> Semester	BUS526	BUS528	BUS529	BUS525
2 <sup>nd</sup> Year	3 <sup>rd</sup> Semester	BUS620	ACT620	FIN620	MKT620
	4 <sup>th</sup> Semester	HRM620	OPN620	MANDATORY MAJOR COURSE	MAJOR ELECTIVE COURSE
3 <sup>rd</sup> Year	5 <sup>th</sup> Semester	MAJOR ELECTIVE COURSE	BUS670	BUS675	BUS680: INTERNSHIP

**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.	12	12	BUS521: Accounting for Professionals	None
			BUS522: Managerial Communications	None
			BUS524: Quantitative Techniques in Business Operations	None
			BUS527: Organizational Behavior, Leadership and Ethics	None
2 <sup>nd</sup> Sem.	12	12	BUS526: Financial System and Managerial Finance	BUS521
			BUS528: Management Information System	None
			BUS529: Marketing Management	None
			BUS525: Macro Analysis and Managerial Economics	BUS524
3 <sup>rd</sup> Sem.	12	12	BUS620: Business Research Methods and Data Analytics	BUS524
			ACT620: Strategic Cost and Management Accounting	BUS521
			FIN620: Corporate Financial Strategy	BUS526
			MKT620: Strategic Marketing	BUS529
4 <sup>th</sup> Sem.	12	12	HRM620: Strategic Human Resource Management	BUS527
			OPN620: Logistics and Supply Chain Management	BUS525
			MANDATORY MAJOR COURSE	
			MAJOR ELECTIVE COURSE	
5 <sup>th</sup> Sem.	12	12	MAJOR ELECTIVE COURSE	
			BUS670: Entrepreneurship and International Business	All Advanced Core Courses



			BUS675: Strategic Management and Sustainability	All Advanced Core Courses
			BUS680: INTERNSHIP	All courses

#### 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 regulations

#### M. Course Outcomes and Catalog Description (Content)

##### ACT620 Strategic Cost and Management Accounting

##### A. Course General Information:

<b>Course Code:</b>	ACT620
<b>Course Title:</b>	Strategic Cost and Management Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Advanced Core Course in the MBA Program
<b>Type:</b>	Advanced Core Course
<b>Prerequisites:</b>	None

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

The course covers strategic cost and management accounting practices for the learners to apply across different areas of a firm. The emphasis of the course is placed on measuring and evaluating cost methods to make decisions and evaluate performance. To hone the managerial skills of the learners, the course explores contemporary cost and management accounting topics to design and implement strategic, marketing, and value-added models for modern organizations. Different case studies related to different industries and decision contexts will be covered to enhance the managerial knowledge of the learners.

**C. Rationale of the Course:**

This course introduces various cost and management accounting concepts and techniques and emphasizes the need of management accounting in the decision-making process. The purpose of this course is to provide the graduates with an in-depth knowledge of advanced approaches of cost and management accounting to enable them to apply costing methods and techniques to assist management for taking appropriate decisions at strategic level. On completion of this course, learners will be able to demonstrate costing methods and techniques appropriate to a variety of different businesses which will help them to make sound decisions in management levels.

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

The major objectives of this course are

1. Introduce with strategic cost and management accounting process
2. Familiarize learners with different essential mechanics of cost accounting systems
3. Introduce the methods of cost management techniques to make strategic cost decisions at different stages of products and services
4. Help learners develop an understanding of organizational planning and control related issues to evaluate firms' performance and position

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

At the end of the course, the students should be able to: -

SL.	CLO Description
<b>CLO1</b>	Apply strategic cost management techniques to make cost-profit decisions
<b>CLO2</b>	Allocate costs and overheads to optimize the cost control mechanisms
<b>CLO3</b>	Design and implement costing processes including ABC and customer profitability analysis
<b>CLO4</b>	Review and select different cost management techniques to maximize the profitability of products in different stages of the life cycle

<b>CLO5</b>	Control performance of cost and revenue centers by applying variance analysis techniques
<b>CLO6</b>	Devise an effective and competitive strategy to make managerial and operational decisions for the best outputs of the 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>PLO9</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>Introductory session and basics of cost accounting</b> <ul style="list-style-type: none"> <li>Financial Accounting, Management Accounting and Cost Accounting</li> <li>Costs and Cost Terminology</li> <li>Direct Costs and Indirect Costs</li> <li>Cost Behavior Patterns</li> <li>Total Costs and Unit Costs</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ A Framework for Cost Accounting and Cost Management</li> <li>○ Illustrating the Flow of Inventorial Costs and Period Costs</li> </ul>			
<b>2</b>	<b>Accounting for materials</b> <ul style="list-style-type: none"> <li>○ Materials Control</li> <li>○ Materials Control Procedures</li> <li>○ Accounting for Materials</li> <li>○ Just-in-Time Materials Control</li> <li>○ Scrap, Spoiled Goods, and</li> <li>○ Defective Work</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO5
<b>3</b>	<b>Accounting for labor</b> <ul style="list-style-type: none"> <li>○ Wage Plans</li> <li>○ Controlling Labor Cost</li> <li>○ Accounting for Labor Costs and</li> <li>○ Employers' Payroll Taxes</li> <li>○ Special Labor Cost Problems</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO6
<b>4</b>	<b>Accounting for factory overheads</b> <ul style="list-style-type: none"> <li>○ Allocating Support Department</li> <li>○ Costs Using the Single-Rate and</li> <li>○ Dual-Rate Methods</li> <li>○ Budgeted Versus Actual Costs, and the Choice of Allocation Base</li> <li>○ Allocating Costs of Multiple</li> <li>○ Support Departments</li> <li>○ Allocating Common Costs</li> <li>○ Bundled Products and Revenue</li> <li>○ Allocation Methods</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
<b>5</b>	<b>Job Costing</b> <ul style="list-style-type: none"> <li>○ Job Costing: Evaluation and Implementation</li> <li>○ Normal Costing</li> <li>○ A Normal Job-Costing System in</li> <li>○ Manufacturing</li> <li>○ Budgeted Indirect Costs and</li> <li>○ End-of-Accounting-Year</li> <li>○ Adjustments</li> <li>○ Over/under allocation of overheads</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO5, CLO6

<b>6</b>	<b>Process costing</b> <ul style="list-style-type: none"> <li>○ Process Costing with Zero Beginning and Some Ending Work-in-Process Inventory</li> <li>○ Process Costing with Some Beginning and Some Ending Work-in-Process Inventory</li> <li>○ Transferred-In Costs in Process Costing</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO5, CLO6
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<b>Managerial Accounting and Cost Concepts</b> <ul style="list-style-type: none"> <li>○ Costs classifications for assigning costs to cost objects</li> <li>○ Cost classifications for manufacturing companies</li> <li>○ Cost classifications for preparing financial statements</li> <li>○ Cost classifications for predicting cost behavior</li> <li>○ The analysis of Mixed Costs</li> <li>○ Cost classifications for decision making</li> <li>○ Traditional and contribution format income statements</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5
<b>9</b>	<b>Activity-Based Costing: A Tool to Aid Decision Making</b> <ul style="list-style-type: none"> <li>○ Broad Averaging and Its Consequences</li> <li>○ Simple Costing System</li> <li>○ Refining a Costing System</li> <li>○ Activity-Based Costing Systems</li> <li>○ Implementing Activity-Based Costing</li> <li>○ Using ABC Systems for Improving Cost Management and Profitability</li> <li>○ Designing an activity-based costing system</li> <li>○ The mechanics of activity-based costing -Comparison of traditional and ABC costs</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5

<b>10</b>	<b>Standard costing and variance analysis</b> <ul style="list-style-type: none"> <li>○ Standard Costs—Management by Exception</li> <li>○ A General Model for Variance Analysis</li> <li>○ Using Standard Costs—Direct Materials Variances</li> <li>○ Using Standard Costs—Direct Labor Variances</li> <li>○ Using Standard Costs—Variable Manufacturing Overhead Variances</li> <li>○ Variance Analysis and Management by Exception</li> <li>○ Evaluation of Controls Based on Standard Costs</li> <li>○ Operating Performance Measures</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO6
<b>11</b>	<b>Cost allocation: joint products and by-products</b> Approaches to Allocating Joint Costs Choosing an Allocation Method Irrelevance of Joint Costs for Decision Making	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6
<b>12</b>	<b>Pricing decisions and cost management</b> <ul style="list-style-type: none"> <li>○ Decentralization in Organizations</li> <li>○ Responsibility Accounting</li> <li>○ Decentralization and Segment Reporting</li> <li>○ Hindrances to Proper Cost Assignment</li> <li>○ Evaluating Investment Center Performance—Return on Investment.</li> <li>○ Residual Income</li> <li>○ Balanced Scorecard</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6
<b>13</b>	<b>Flexible Budget and Performance Analysis</b> <ul style="list-style-type: none"> <li>○ Flexible budgets</li> <li>○ Flexible budget variances</li> <li>○ Flexible budget with multiple cost drivers</li> <li>○ Some common error</li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Transfer pricing</li> </ul>	In-class group discussion		
<b>14</b>	<b>Performance Measurement in Decentralized Organizations</b> <ul style="list-style-type: none"> <li>○ Decentralization in organizations</li> <li>○ Responsibility Accounting</li> <li>○ Evaluating investment center performance-return on investment</li> <li>○ Residual income</li> <li>○ Operating performance measures</li> <li>○ Balanced Scorecard</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6

## ACT651 Advanced Financial Accounting

### A. Course General Information:

<b>Course Code:</b>	ACT651
<b>Course Title:</b>	Advanced Financial Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course in the MBA Program
<b>Type:</b>	Mandatory elective course for Major in Accounting
<b>Prerequisites:</b>	BUS521 Accounting for Professionals
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course will build on knowledge obtained in the core Accounting modules of BUS521 and BUS620 to explore some of the more complex and controversial areas of financial reporting. The purpose would be to develop a critical understanding of conceptual issues in financial accounting as well as to enhance technical and analytical skills. The course will cover the advanced analysis and interpretation of the annual report, some of the more complex accounting standards not addressed in earlier modules, and current issues in financial reporting. Students are also introduced to accounting for capital reconstruction and the importance of accounting narratives and imagery in annual reports.

**C. Rationale of the Course:**

This advance-level accounting course is mandatory for all learners of the MBA program with a concentration in Accounting. It builds on the knowledge and skills developed in the prerequisite course – BUS521: Accounting for Professionals. MBA learners majoring in Accounting are expected to gain advanced knowledge in Financial Accounting and Reporting- a major area of Accounting discipline – including combining financial statements, reporting and analyzing the consolidated financial statements. 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 the course are to:

1. Familiarize learners with different types of accounting practices with respect to relevant accounting standards.
2. Enable learners to be aware of critical accounting concepts and mechanics related to financial statements.
3. Introduce the learners with specific accounting standards for specialist sectors and their applications to financial reporting.
4. Help learners develop an understanding of contemporary issues in financial accounting and their implications on financial reporting.

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

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

SL.	CLO Description
<b>CLO1</b>	Recognize and critically evaluate how theory underpins accounting regulations.
<b>CLO2</b>	Critically evaluate fair value as an alternative to the traditional historic cost model.
<b>CLO3</b>	Identify the challenges associated with the practices of specific accounting standards in specialist sectors.
<b>CLO4</b>	Recognize the context within which financial reporting operates.
<b>CLO5</b>	Pinpoint the factors that have an impact on accounting and those on which accounting impacts, by reference to current issues in financial accounting.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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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>Investor Accounting and Reporting               <ul style="list-style-type: none"> <li>Accounting for Stock Investments</li> <li>Equity Method—a One-Line Consolidation</li> <li>Investment in a Step-by-Step Acquisition</li> <li>Sale of an Equity Interest</li> <li>Stock Purchases Directly from the Investee</li> <li>Investee Corporation with Preferred Stock</li> <li>Extraordinary Items and other Considerations</li> <li>Disclosures for Equity Investees</li> </ul> </li> </ul>	Lecture, Discussions, and problem solving	Midterm Exam, Final Exam	CLO1, CLO2

2	<ul style="list-style-type: none"> <li>● <b>Consolidated Financial Statements</b> <ul style="list-style-type: none"> <li>○ Business Combinations Consummated through Stock Acquisitions</li> <li>○ Consolidated Balance Sheet at Date of Acquisition</li> <li>○ Consolidated Balance Sheets after Acquisition</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> <li>● <b>Consolidated Financial Statements (continue)</b> <ul style="list-style-type: none"> <li>○ Assigning Excess to Identifiable Net Assets and Goodwill</li> <li>○ Consolidated Income Statement</li> <li>○ Push-Down Accounting</li> <li>○ Preparing a Consolidated Balance Sheet</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Quiz, Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Consolidation Techniques and Procedures</b> <ul style="list-style-type: none"> <li>○ Consolidation under the Equity Method</li> <li>○ Locating Errors</li> <li>○ Excess Assigned to Identifiable Net Assets</li> <li>○ Consolidated Statement of Cash Flows</li> <li>○ Preparing a Consolidation Worksheet</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Assignment, Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Revenue Recognition</b> <ul style="list-style-type: none"> <li>○ Overview of Revenue Recognition</li> <li>○ Guidelines for Revenue Recognition</li> <li>○ Departures from the Sale Basis</li> <li>○ Revenue Recognition at Point of Sale (Delivery)</li> <li>○ Sales with Discounts</li> <li>○ Sales with Right of Return</li> <li>○ Sales with Buybacks</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Quiz, Midterm Exam, Final Exam	CLO2, CLO3

6	<ul style="list-style-type: none"> <li>● <b>Revenue Recognition before Delivery</b> <ul style="list-style-type: none"> <li>○ Percentage-of-Completion Method</li> <li>○ Completed-Contract Method</li> <li>○ Long-Term Contract Losses</li> <li>○ Disclosures in Financial Statements</li> <li>○ Completion-of-Production Basis</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Revenue Recognition after Delivery</b> <ul style="list-style-type: none"> <li>○ Installment-Sales Method</li> <li>○ Cost-Recovery Method</li> <li>○ Deposit Method</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Assignment, Final Exam	CLO2, CLO3
9	<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, Assignment, Final Exam	CLO3
10	<ul style="list-style-type: none"> <li>● <b>Intangible Assets</b> <ul style="list-style-type: none"> <li>○ Characteristics of intangible assets.</li> <li>○ Costs include in the initial valuation of intangible assets.</li> <li>○ Procedure for amortizing intangible assets.</li> <li>○ Types of intangible assets.</li> <li>○ Accounting issues for recording goodwill.</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Assignment, Final Exam	CLO3
11	<ul style="list-style-type: none"> <li>● <b>Intangible Assets (continue)</b> <ul style="list-style-type: none"> <li>○ Accounting issues related to intangible asset impairments.</li> <li>○ Accounting for research and development and similar costs.</li> <li>○ Presentation of intangible assets and related items.</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Quiz, Assignment, Final Exam	CLO3

12	<ul style="list-style-type: none"> <li>● <b>Accounting for State and Local Governmental Units—Governmental Funds</b> <ul style="list-style-type: none"> <li>○ Recent Changes to Governmental Fund Accounting</li> <li>○ The General Fund</li> <li>○ Accounting for the General Fund</li> <li>○ Permanent Funds</li> <li>○ Capital Projects Funds</li> </ul> </li> </ul>	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO4
13	<ul style="list-style-type: none"> <li>● <b>Accounting for State and Local Governmental Units—Governmental Funds (continue)</b> <ul style="list-style-type: none"> <li>○ Special Assessment Activities</li> <li>○ Debt Service Funds</li> <li>○ Accounting for the Debt Service Fund</li> <li>○ Governmental Fund Financial Statements</li> <li>○ Preparing the Government-wide Financial Statements</li> </ul> </li> </ul>	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO4
14	<ul style="list-style-type: none"> <li>● <b>Corporate Liquidations and Reorganizations</b> <ul style="list-style-type: none"> <li>○ Bankruptcy Reform Act of 1978</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	Assignment, Final Exam	CLO4

## ACT652 Accounting for Performance Management

### A. Course General Information:

<b>Course Code:</b>	ACT652
<b>Course Title:</b>	Accounting for Performance Management
<b>Credit Hours:</b>	3

<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

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

The course develops an understanding of the strategic issues and applied tools pertaining to strategic management accounting. The focus is on making well-informed decisions and obtaining insights into financial analysis and managerial decisions to make appropriate decisions for the organization. The contents of the course cover key areas that are essential for a manager to overcome challenges when faced with a complex and dynamic business environment.

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

In a dynamic business environment evidence-based decision are increasingly important to identify profitable opportunities, management of people, safeguarding of company assets, product, and services. Managing people and company assets requires planning, decision making, performance evaluation and control. In this process, a critical understanding of financial and management accounting information is essential. This subject provides a good grounding of accounting techniques, systems and processes that will help managers in designing performance management programs, costing, budgeting, and building control systems, in turn will help managers to apply these skills in business settings to make effective decisions.

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

The major objectives of this course are to:

1. Help learners to build a solid understanding of the strategic role of management accounting to set strategic objectives, and monitor and control those objectives.
2. Discuss the impact of external factors on strategic management issues and measure the risks associated with those factors.
3. Familiarize learners with the performance measurement systems used by the organizations to address the impacts of information systems and developments of technology.
4. Pinpoint the difficulties faced by the organizations and apply strategic management accounting tools to prevent possible failures of any entity.

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

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

SL.	CLO Description
<b>CLO1</b>	Apply strategic planning and control tools to plan and monitor the performance of the organizations.
<b>CLO2</b>	Evaluate the impact of risk and uncertainty on the performance of the organizations.
<b>CLO3</b>	Recognize and assess the key features of designing an effective performance management system.
<b>CLO4</b>	Utilize appropriate strategic performance measurement techniques to evaluate and improve organizational performance.
<b>CLO5</b>	Advise senior management to recognize vulnerability to organizational failures and undertake activities to prevent such failures.

**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 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>Understanding performance contexts of strategic management accounting and performance measurement,</b> <ul style="list-style-type: none"> <li>○ The performance management framework</li> <li>○ Strategy and strategic positioning</li> <li>○ Management accounting</li> <li>○ Cost terms and concepts</li> <li>○ Strategic performance measures</li> <li>○ Strategic cost management and value creation</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Making sense of the nature of management control in strategic management accounting.</b> <ul style="list-style-type: none"> <li>○ Management control systems</li> <li>○ The nature of management control systems</li> <li>○ The controllability principle</li> <li>○ Applying controllability principle</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Environmental and ethical issues in performance measurement and control</b> <ul style="list-style-type: none"> <li>○ Environmental cost management</li> <li>○ Value creation and sustainable development</li> <li>○ Ethical behavior</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Understanding the impact of risk and uncertainty on performance management and control</b> <ul style="list-style-type: none"> <li>○ Decision models</li> <li>○ Probability and expected risks</li> <li>○ Measurement of risks</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO5

	<ul style="list-style-type: none"> <li>○ Psychological and risks</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Understanding the impact of risk and uncertainty on performance management and control</b> <ul style="list-style-type: none"> <li>○ Standard costing and variance analysis</li> <li>○ The budgeting processes</li> <li>○ Expected value of perfect information</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Topic 5 Performance measurement – Balanced Scorecard and monitoring</b> <ul style="list-style-type: none"> <li>○ Financial perspective</li> <li>○ Customer perspective</li> <li>○ Internal business perspective</li> <li>○ Learning and growth perspective</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Evaluating divisional performance and dealing with transfer pricing</b> <ul style="list-style-type: none"> <li>○ Measures for divisional performance</li> <li>○ Transfer pricing in divisionalized companies</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Assessing performance in ‘not for profit’ sector.</b> <ul style="list-style-type: none"> <li>○ The not-for-profit sector</li> <li>○ Reporting and performance obligations</li> <li>○ Benchmark and performance measures               <ul style="list-style-type: none"> <li>▪ Financial performance measures</li> <li>▪ Nonfinancial performance measures</li> </ul> </li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Managing costs for value and sustainability</b> <ul style="list-style-type: none"> <li>○ Value analysis</li> <li>○ Process improvements</li> <li>○ Value chain cost management</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO1



		In-class group discussion		
11	<ul style="list-style-type: none"> <li>● <b>Performance measurement and managing quality in management information</b> <ul style="list-style-type: none"> <li>○ Quality – characteristics, Perception and definition</li> <li>○ Classification of cost of quality</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>Performance measurement and managing quality in management information</b> <ul style="list-style-type: none"> <li>○ Measures of quality</li> <li>○ Quality management tools</li> <li>○ Perfect and imperfect information</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>Performance measurement</b> <ul style="list-style-type: none"> <li>○ Balance Scorecard and monitoring</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3
14	<ul style="list-style-type: none"> <li>● <b>Managing corporate failures</b> <ul style="list-style-type: none"> <li>○ Risk reduction and diversification</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5

## ACT653 Accounting Information Systems

### A. Course General Information:

<b>Course Code:</b>	ACT653
<b>Course Title:</b>	Accounting Information Systems
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program

<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course intends to equip students with an overall knowledge and understanding of accounting information systems (AIS) and the implications of AIS in contemporary businesses. The course explores the applications of AIS in businesses to support strategic and operational decision-making activities. The course also focuses on information systems documentation maneuvers and the way AIS are applied to record and process business transactions for making informed decisions. Additionally, the course also provides hands-on experiences of accounting-based software for the students to deal with the digital business world.

**C. Rationale of the Course:**

This course is an elective at the concentration-level for the learners intend to graduate in the field of "Accounting." Any professional path in accounting will in some way need the usage of an accounting information system. To perform the tasks of accounting, producing accounting reports, and using accounting reports, accountants in every business must utilize the accounting information system. With the use of this course's information, students will have a solid understanding of accounting information systems (AIS) and be able to create AIS for any business enterprise.

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

The major objectives of this course are to:

1. Help learners develop an advanced knowledge of AIS, business processes, and the implications of AIS in the modern business world.
2. Familiarize learners with the fundamental knowledge of selecting and formulating AIS systems for the businesses in the contemporary contexts.
3. Enhance learners' knowledge of internal controls, fraud, and cybercrime with a specific focus on information system controls in a business.
4. Provide practical knowledge about documenting in information systems and the applications of AIS in processing business transactions.
5. Familiarize learners with accounting-based software and their applications to a business.

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

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

SL.	CLO Description
<b>CLO1</b>	Explain and critically analyze fundamental concepts of AIS, business processes, and the applications of AIS in contemporary businesses.
<b>CLO2</b>	Prepare information system documentation by applying the techniques of AIS.

<b>CLO3</b>	Apply the tools of AIS to record and process business transactions.
<b>CLO4</b>	Identify and select a suitable strategy for designing an AIS system for a business.
<b>CLO5</b>	Evaluate internal controls, fraud, cybercrime, and information systems control in a business.
<b>CLO6</b>	Equip with accounting-based software.

**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>							✓		
<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>Accounting Information Systems: An Overview</b> <ul style="list-style-type: none"> <li>Information Needs and Business Processes</li> <li>how an AIS can add value to an organization</li> <li>an AIS can use artificial intelligence and data analytics to improve decision making</li> <li>the AIS and blockchain</li> <li>cloud computing, virtualization, and the internet of things</li> <li>the AIS and corporate strategy</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>the role of the AIS in the value chain</li> </ul>			
<b>2</b>	<p><b>Overview of Transaction Processing and Enterprise Resource Planning (ERP) Systems</b></p> <ul style="list-style-type: none"> <li>Transaction processing: the data</li> <li>The data processing cycle</li> <li>Transaction processing: blockchain</li> <li>Enterprise resource planning (ERP) systems</li> </ul> <p><b>Systems Documentation Techniques</b></p> <ul style="list-style-type: none"> <li>Business process diagrams</li> <li>Flowcharts</li> <li>Data flow diagrams</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<p><b>Data Analysis: Relational Databases</b></p> <ul style="list-style-type: none"> <li>Databases and files</li> <li>Database systems</li> <li>Relational databases</li> </ul> <p><b>Data Analysis: Introduction to Data Analytics in Accounting</b></p> <ul style="list-style-type: none"> <li>Ask the right questions</li> <li>Extract, transform, and load relevant data</li> <li>Apply appropriate data analytic techniques</li> <li>Interpret and share the results with stakeholders</li> <li>Additional data analytics considerations</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

<b>4</b>	<b>Data Analysis: Transforming Data</b> <ul style="list-style-type: none"> <li>○ Data structuring</li> <li>○ Data standardization</li> <li>○ Data cleaning</li> <li>○ Data validation</li> <li>○ Data Analysis and Presentation</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>5</b>	<b>Control of Accounting Information Systems: Fraud and Errors</b> <ul style="list-style-type: none"> <li>○ AIS threats</li> <li>○ Misappropriation of assets</li> <li>○ Fraudulent financial reporting</li> <li>○ The auditor's responsibility to detect fraud</li> <li>○ The fraud triangle</li> <li>○ Computer fraud</li> <li>○ Preventing and detecting fraud and abuse</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
<b>6</b>	<b>Control and Accounting Information Systems</b> <ul style="list-style-type: none"> <li>○ Why threats to accounting information Systems are increasing</li> <li>○ Overview of control concepts</li> <li>○ Control frameworks</li> <li>○ The control environment</li> <li>○ Risk assessment and risk response</li> <li>○ Control activities</li> <li>○ Communicate information and monitor control processes</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<b>Confidentiality and Privacy Controls</b> <ul style="list-style-type: none"> <li>○ Protecting confidentiality and privacy</li> <li>○ Privacy regulations and generally accepted privacy principles</li> <li>○ Encryption</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4

<b>9</b>	<b>The Revenue Cycle: Sales to Cash Collections</b> <ul style="list-style-type: none"> <li>○ Revenue cycle information system</li> <li>○ Sales order entry</li> <li>○ Shipping, Billing</li> <li>○ Cash collections</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
<b>10</b>	<b>The Expenditure Cycle: Purchasing to Cash Disbursements</b> <ul style="list-style-type: none"> <li>○ Expenditure cycle information system</li> <li>○ Ordering materials, supplies, and services Receiving</li> <li>○ Approving supplier invoices cash disbursements</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
<b>11</b>	<b>Database Design Using the REA Data Model</b> <ul style="list-style-type: none"> <li>○ Database design process</li> <li>○ Entity-relationship diagrams</li> <li>○ The REA data model</li> <li>○ Developing a REA diagram</li> <li>○ What a REA diagram reveals about an organization</li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO3, CLO4
<b>12</b>	<b>Financial Reporting and Management Reporting Systems</b> <ul style="list-style-type: none"> <li>○ The general ledger system</li> <li>○ The financial reporting system</li> <li>○ Reengineering financial reporting</li> <li>○ Controlling the FRS</li> <li>○ The management reporting system</li> <li>○ Factors that influence the MRS</li> </ul>	Lecture, Discussions, Group work	Assignment, Term paper	CLO2, CLO3, CLO4
<b>13</b>	<b>Introduction to Systems Development and Systems Analysis</b> <ul style="list-style-type: none"> <li>○ Systems development</li> <li>○ Planning systems development</li> <li>○ Feasibility analysis</li> <li>○ Behavioral aspects of change</li> <li>○ Systems analysis</li> </ul>	Lecture, Discussions, Group work	Assignment, Term paper, Final Exam	CLO4, CLO5, CLO6

<b>14</b>	<b>AIS Development Strategies</b> <ul style="list-style-type: none"> <li>○ Accounting software</li> <li>○ Development by in-house information systems departments</li> <li>○ Outsourcing the system</li> <li>○ Methods for improving systems development</li> </ul>	Lecture, Discussions, Group work	Assignment, Term paper, Final Exam	CLO4, CLO5, CLO6
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## ACT654 Taxation

### A. Course General Information:

<b>Course Code:</b>	ACT654
<b>Course Title:</b>	Taxation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Every individual is affected by the tax system of the country one way or another, without even realizing it. Corporate tax issues must be considered in nearly all key business decisions because of the complexity and comprehensiveness of the Bangladesh tax system. 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. The key focus of the course is on developing skills and knowledge necessary to calculate income taxes accurately for individuals, businesses and corporations.

### 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 learning objectives of the course are to:

1. Introduce the concepts, principles, and regulations related to the country's tax system
2. Help learners develop computational and critical thinking skills necessary to solve real world taxation issues
3. Explain the overall taxation process and legal framework under which Bangladesh tax system operates
4. Discuss the rules and guidelines required to calculate accurate tax liabilities for both individuals and business entities
5. Illustrate the basic rules and regulations related to Value Added Tax (VAT) and Custom Duty

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

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

SL.	CLO Description
<b>CLO1</b>	Explain the operation and administration of Bangladesh tax system
<b>CLO2</b>	Compute and explain the tax liabilities of individuals and unincorporated businesses in compliance to relevant tax laws
<b>CLO3</b>	Fill up the Income Tax Return Form and complete tax payment procedure without the assistance of any income tax practitioner
<b>CLO4</b>	Compute and explain the tax liabilities of corporations in compliance to relevant tax laws
<b>CLO5</b>	Apply the tax principles learned to real business settings with the goal of maximizing corporation's value
<b>CLO6</b>	Analyze and solve complex tax issues faced by corporate managers in their job

**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>				✓			✓		



CLO6								✓	✓
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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>Introduction to Tax</b> <ul style="list-style-type: none"> <li>○ Budgetary system of the Government</li> <li>○ Finance Act</li> <li>○ Define Public Finance and Importance of public finance</li> <li>○ Public revenue and major sources of public revenue</li> <li>○ Public Finance Vs Private Finance</li> <li>○ Definition of Tax</li> <li>○ Characteristics and Objectives of Tax</li> <li>○ Canons of Taxation</li> <li>○ Characteristics of a good tax system</li> <li>○ Role of Tax in the economic development</li> <li>○ 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>○ Introduction to Value Added tax and Supplementary Duty Act 2012</li> <li>○ Understanding the concept of value addition and related accounting records.</li> <li>○ Discussion on important definitions</li> <li>○ Understanding turnover tax</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

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>○ Discussion on the basic VAT Books and Records</li> <li>○ Input-output co-efficient form - Mushok-4.3 - Registered persons are required to file Input-Output Coefficient Declaration in Mushok Form 4.3.</li> <li>○ Purchase Register - Mushok-6.1</li> <li>○ Sales Register - Mushok-6.2</li> <li>○ VAT Challan– Mushok 6.3</li> <li>○ VDS Certificate – Mushok-6.6</li> <li>○ Credit Note – Mushok-6.7</li> <li>○ Debit Note – Mushok-6.8</li> <li>○ VAT Return– Mushok 9.1</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO5
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>○ Discussion on:</li> <li>○ the VAT rates</li> <li>○ Input credit mechanism</li> <li>○ VAT Deduction at sources (VDS)</li> <li>○ 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	CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Bangladesh Income Tax</b> <ul style="list-style-type: none"> <li>○ Define Income Tax</li> <li>○ Characteristics of Income Tax</li> <li>○ Role of Income Tax in the Economic Development of Bangladesh</li> <li>○ Bangladesh Income Tax laws</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5

6	<ul style="list-style-type: none"> <li>● <b>Basics of Income Tax</b> <ul style="list-style-type: none"> <li>○ Important definitions</li> <li>○ Meaning of Income Year and Assessment year</li> <li>○ Identification of income year and assessment year</li> <li>○ meaning of assessee and its classification</li> <li>○ residential status of an assessed person and its impact</li> <li>○ rules regarding determining residential status</li> <li>○ effects of residential status in assessment of income</li> <li>○ charge of income tax with applicable rates</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> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Income and Its Classification</b> <ul style="list-style-type: none"> <li>○ Understanding the heads of income as per law</li> <li>○ Income from Salary</li> <li>○ Important definitions</li> <li>○ Tax exempted income under salary</li> <li>○ Non-Assessable income under salary</li> <li>○ Tax deducted at source from Salary</li> <li>○ computation of income from salary</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>Income from House Property</b> <ul style="list-style-type: none"> <li>○ Concept of Income from House Property</li> <li>○ Conditions to be satisfied to consider income from house property</li> <li>○ Critical evaluation of important terminologies relating to the income from house property</li> <li>○ The concept of annual value</li> <li>○ Rental status of a property</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Admissible expenses against income from house property</li> <li>○ Tax Deducted at source from house property</li> </ul>			
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Income from Business or Profession</b> <ul style="list-style-type: none"> <li>○ Concept of income from business or profession</li> <li>○ allowable deductions under this head</li> <li>○ inadmissible expenses under this head</li> <li>○ method of accounting</li> <li>○ depreciation allowance</li> <li>○ balancing allowance, balancing charge and capital gain</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Capital Gain</b> <ul style="list-style-type: none"> <li>○ Concept of capital gain, capital assets., fair market value and transfer</li> <li>○ Chargeability under the head capital gain</li> <li>○ applicable tax rate on capital gain</li> <li>○ tax exempted capital gain</li> <li>○ 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	CLO5, CLO6
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Income from Other Sources</b> <ul style="list-style-type: none"> <li>○ Scope of income under other sources</li> <li>○ unexplained investment deemed to be income</li> <li>○ income not classified under other heads</li> <li>○ allowable deduction under this head</li> <li>○ inadmissible deductions</li> <li>○ concept of deemed income, grossing up and tax exemption under the head</li> <li>○ Taxation of Partnership Business,</li> <li>○ Taxation of Corporation,</li> <li>○ Anti-Avoidance of Tax,</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6

<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Assessment of Individuals</b> <ul style="list-style-type: none"> <li>○ Scope and sources of total income of an individual assessee</li> <li>○ how to compute total income and tax liability</li> <li>○ non- assessable income for an individual assessee</li> <li>○ tax credit/investment allowances</li> <li>○ incomes of which tax is deducted at source</li> <li>○ income where grossing up is required</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>Some other important topics</b> <ul style="list-style-type: none"> <li>○ Tax deduction at sources</li> <li>○ Advance income tax</li> <li>○ Appeals</li> <li>○ Penalties</li> <li>○ Tax accounting</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6

## ACT655 Auditing

### A. Course General Information:

<b>Course Code:</b>	ACT655
<b>Course Title:</b>	Auditing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course on auditing examines the underlying audit concepts, practices, and frameworks in relation to its crucial role in corporate governance. The key focus of the course is to provide an overview of both internal and external audit process as it exists in Bangladesh and globally. Apart from helping the students who are planning to pursue a career in public accounting and internal auditing, this course will prepare the students to face external auditors skillfully while working for their respective companies.

### C. Rationale of the Course:

This advance-level accounting course is an elective course for all the learners of the MBA program with a concentration in Accounting. It builds on the knowledge and skills developed in the prerequisite course –BUS521: Accounting for Professionals. MBA learners majoring in Accounting are expected to gain advanced knowledge in Auditing and Assurance. 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 decisions. The course entails in-depth participation with both graded and ungraded exercises, and the students are expected to learn a self-paced format.

### D. Course Objectives (COs):

The major objectives of the course are to:

1. Explain the fundamental audit concepts and processes.
2. Help learners develop critical thinking and problem-solving skills that will enable them to solve real-world auditing problems.
3. Pinpoint the legal framework under which company audits are conducted and apply the profession's code of conduct.
4. Develop an interest among the students to pursue a career in auditing.
5. Equip the students to face external auditors tactfully on behalf of the organizations they will be working for.

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

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

SL.	CLO Description
<b>CLO1</b>	Apply basic audit procedures and techniques required in specific audit settings.
<b>CLO2</b>	Describe the professional, ethical, and regulatory framework within which audit and other assurance services are conducted.
<b>CLO3</b>	Appreciate the role of audit and other assurance services play in society and the economy.
<b>CLO4</b>	Demonstrate competency in identifying and assessing business risk, inherent risk and control risk.
<b>CLO5</b>	Understand and interpret different types of audit reports.
<b>CLO6</b>	Communicate audit plans, objectives and audit related information accurately and confidently.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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>An Overview of Auditing:</b> <ul style="list-style-type: none"> <li>○ Nature of Auditing,</li> <li>○ Distinction between Auditing and Accounting,</li> <li>○ Types of Audits and Auditors</li> <li>○ Economics of Auditing</li> <li>○ Scope and objectives of audit,</li> <li>○ Generally Accepted Auditing Standards</li> <li>○ Quality control, Elements of quality control.</li> </ul>	Lecture, In-class group discussion	Midterm Exam, Final Exam	CLO1

<b>2</b>	<b>Professional Ethics:</b> <ul style="list-style-type: none"> <li>○ Need for Ethics,</li> <li>○ Parts of the Code,</li> <li>○ Independence,</li> <li>○ Integrity and Objectivity</li> <li>○ Competence and Technical Standards,</li> <li>○ Responsibility to Clients-Confidentiality, Clients-Contingent Fees, and Colleagues.</li> </ul>	Lecture, Discussions,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,
<b>3</b>	<b>Legal liabilities:</b> <ul style="list-style-type: none"> <li>○ Changed Legal Environment</li> <li>○ Distinction between Business Failure</li> <li>○ Audit Failure and Audit Risk</li> <li>○ Legal Concept Affecting Liability</li> <li>○ Definitions, Liability to Clients</li> <li>○ Liability to Third Parties under Common Law,</li> <li>○ Responsibilities for Confidentiality</li> <li>○ The profession's response to legal liability</li> <li>○ Protecting individual from legal liability.</li> </ul>	Lecture, Discussions,  In-class group discussion	Midterm Exam, Final Exam	CLO1, CLO2
<b>4</b>	<b>Audit Responsibility and Objectives:</b> <ul style="list-style-type: none"> <li>○ Management responsibilities</li> <li>○ Auditor's responsibilities</li> <li>○ Assessing risk of fraud</li> <li>○ Risk factor for financial reporting</li> <li>○ Risk factor for misappropriation of assets</li> <li>○ Auditor's responsibilities for discovering illegal acts</li> <li>○ Transaction-Related audit objectives</li> <li>○ Balance-Related audit objectives</li> <li>General balance-related audit</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Midterm Exam, Final Exam	CLO1, CLO3,



5	<b>Audit Planning and Documentation:</b> <ul style="list-style-type: none"> <li>○ Planning</li> <li>○ Pre-plan the Audit</li> <li>○ Obtain Background Information</li> <li>○ Obtain Information about Client's Legal Obligations</li> <li>○ Working papers</li> <li>○ Purposes of working papers</li> </ul>	Lecture, Discussions,  In-class group discussion	Assignment, Midterm and Final Exam	CLO2, CLO6
6	<b>Audit Evidence:</b> <ul style="list-style-type: none"> <li>○ Nature of evidence</li> <li>○ Audit evidence decisions</li> <li>○ Persuasiveness of evidence</li> <li>○ Types of audit evidence</li> <li>○ Cost of types of evidence</li> <li>○ Analytical procedure</li> <li>○ Types of analytical procedures</li> </ul>	Lecture, Discussions,  In-class group discussion	Quiz, Midterm and Final Exam	CLO3, CLO6
7	<ul style="list-style-type: none"> <li>● Review Class</li> <li>● Midterm Examination</li> </ul>			
8	<b>Audit risk assessment (Materiality, Internal Control and Control Risk):</b> <ul style="list-style-type: none"> <li>○ Materiality,</li> <li>○ Primary judgment about materiality</li> <li>○ Estimate error</li> <li>○ Desired audit risk</li> <li>○ Inherent risk</li> <li>○ Control risk</li> <li>○ Detection risk.</li> <li>○ Client concerns</li> <li>○ Auditor concerns</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Final Exam	CLO4, CLO5

<b>9</b>	<b>Audit risk assessment (continue):</b> <ul style="list-style-type: none"> <li>○ Control environment</li> <li>○ Risk assessment</li> <li>○ Control activities</li> <li>○ Information and communication,</li> <li>○ Monitoring</li> <li>○ Procedures to obtain an understanding of internal control</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>10</b>	<b>Audit procedures at the substantive test stage:</b> <ul style="list-style-type: none"> <li>○ testing financial statements assertions</li> <li>○ audit sampling procedures</li> <li>○ test of details of transactions</li> <li>○ test of balances</li> </ul>	Lecture, Discussions, In-class group discussion	Quiz, Final Exam	CLO5, CLO6
<b>11</b>	<b>Audit procedures at the completion stage:</b> <ul style="list-style-type: none"> <li>○ Review of Contingent Liabilities</li> <li>○ Review of subsequent events</li> <li>○ Critical Review of Accounts Questionnaire</li> <li>○ File Completion Questionnaire-Pre-Partner Review</li> <li>○ Audit Standards Review Questionnaire</li> <li>○ Accumulate Final Evidence</li> <li>○ Evaluate Results</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Group Assignment, Final Exam	CLO5, CLO6
<b>12</b>	<b>Auditing in IT Enabled Environment:</b> <ul style="list-style-type: none"> <li>○ Accounting Information Systems (AIS) in Computerized Environment</li> <li>○ Impact of IT on Economics of Auditing</li> <li>○ Concept of Security</li> <li>○ Information System Management</li> <li>○ Artificial intelligence,</li> <li>○ Machine Learning,</li> <li>○ Big data</li> </ul>	Lecture, Discussions, In-class group discussion	Assignment, Final Exam	CLO2, CLO6

<b>13</b>	<b>Emerging Assurance and Related Non-Assurance Services:</b> <ul style="list-style-type: none"> <li>○ Assurance</li> <li>○ Engagement to review financial statements</li> <li>○ Due diligence</li> <li>○ Reporting on prospective information</li> <li>○ Engagement to compile financial information</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO2
<b>14</b>	<b>Emerging Assurance and Related Non-Assurance Services (continue):</b> <ul style="list-style-type: none"> <li>○ Social responsibility auditing</li> <li>○ Social and environmental audits</li> <li>○ Auditing Standard for Islamic Financial Institutions</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Final Exam	CLO1, CLO2

## **ACT656 Corporate Governance and Professional Ethics**

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

<b>Course Code:</b>	ACT656
<b>Course Title:</b>	Corporate Governance and Professional Ethics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

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

The course develops an integrated understanding of corporate governance structures to balance managerial autonomy and corporate accountability. In this view, the course examines the roles and interactions among the key stakeholders including shareholders, a board of directors, and its committees, managers, and the regulators. The course focuses specifically on analytical tools and

cases to refine students' capability to analyze and effectively respond to ethical challenges that they may face in future professions.

### C. Rationale of the Course:

This course is an elective at the concentration-level for the learners intend to graduate in the discipline of "Accounting." The direction, importance, process, and functions of corporate governance are explained to the students. The purpose of this course is to acquaint learners with the different monitoring and control mechanisms and their function in safeguarding stakeholders' rights and ensuring effective corporate resource usage.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Help learners develop a solid knowledge of roles and interactions among the key governance actors in both domestic and international contexts.
2. Familiarize learners with professional codes of ethics in different professional contexts.
3. Explain the ethical frameworks as applicable to various business contexts.
4. Describe how governance and ethical standards affect the use of financial reporting and non-financial disclosures.

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

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

SL.	CLO Description
<b>CLO1</b>	Apply diagnostic skills in investigating and evaluating the effective governance mechanism.
<b>CLO2</b>	Explain and analyze the significance of corporate and professional responsibility and accountability in business contexts.
<b>CLO3</b>	Explore and assess responsibilities of governance and the key actors in governance in different complex business environments.
<b>CLO4</b>	Assess the key concepts and mechanisms to determine the compliance with corporate governance and ethical frameworks.
<b>CLO5</b>	Recognize and apply the global practices of business ethics and corporate governance to conform to ethical and professional codes of practices.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
<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><i>Governance defined</i></b> <ul style="list-style-type: none"> <li>○ The re-emergence of governance</li> <li>○ Basic corporate structure</li> <li>○ Accountability and the need for corporate governance</li> <li>○ Theoretical frameworks</li> <li>○ Agency theory</li> <li>○ Transaction cost theory</li> <li>○ Transaction cost theory versus agency theory</li> <li>○ Stakeholder theory</li> <li>○ Stakeholder versus agency theory</li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<b><i>Internal governance mechanisms: corporate accountability</i></b> <ul style="list-style-type: none"> <li>○ The board of directors</li> <li>○ Executive management</li> <li>○ Internal control groups</li> <li>○ Code of conduct</li> <li>○ Implementation of internal governance measures</li> <li>○ Best practice codes</li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

3	<p><b>External governance mechanisms: systemic accountability</b></p> <ul style="list-style-type: none"> <li>○ Regulatory oversight</li> <li>○ Legal/bankruptcy regimes</li> <li>○ Capital markets access</li> <li>○ Corporate control activity</li> <li>○ Mergers, acquisitions, and spin-offs</li> <li>○ LBOs and MBOs</li> <li>○ Antitakeover defenses</li> <li>○ Block holder monitoring</li> <li>○ Activist institutional investor monitoring</li> <li>○ External audits</li> <li>○ Credit rating agency review</li> </ul> <p><b>Protecting internal and external stakeholders</b></p>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<p><b>Common failures in the governance process</b></p> <ul style="list-style-type: none"> <li>○ Flaws in governance</li> <li>○ Detecting governance flaws</li> <li>○ Failure of board directors and executive management</li> <li>○ Ineffective boards</li> <li>○ Breach of duties of care and loyalty</li> <li>○ Entrenched management</li> <li>○ Failure of corporate policies</li> <li>○ Failure of internal controls</li> <li>○ Lack of technically qualified, independent controls</li> <li>○ Liberal accounting policies</li> <li>○ Excessive risk-taking</li> <li>○ Inadequate internal audits</li> <li>○ Failure of external controls</li> <li>○ Inadequate regulatory mechanisms</li> <li>○ Insufficient legal/bankruptcy regimes</li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Lack of block holder/activist investor monitoring</li> <li>○ Weak/underdeveloped capital markets</li> <li>○ Misguided/insufficient corporate control activity</li> <li>○ Unacceptable external audit practices</li> </ul>			
5	<p><b><i>The impact of governance problems on corporate operations</i></b></p> <p><b><i>Studies in flawed governance:</i></b></p> <p>Case study 1: Enron, USA</p>	Lecture, Discussions, Group work	Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
6	<p><b><i>Studies in flawed governance:</i></b></p> <p>Case study 2: Arthur Andersen, USA</p> <p>Case study 3: WorldCom, USA</p>	Lecture, Discussions, Group work	Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<p><b><i>Strengthening the governance process: micro reforms</i></b></p> <ul style="list-style-type: none"> <li>○ Strengthening the board of directors and executive management</li> <li>○ Refocusing corporate policies</li> <li>○ Enhancing internal controls</li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3

9	<p><b><i>Strengthening the governance process: macro reforms</i></b></p> <ul style="list-style-type: none"> <li>○ Promoting changes in regulatory oversight</li> <li>○ Regulating potential conflicts of interest</li> <li>○ Promoting uniform and meaningful accounting rules</li> <li>○ Developing proper regulatory disclosure</li> <li>○ Encouraging long-term investment</li> <li>○ Protecting assets, investments, and pensions</li> <li>○ Enhancing general governance mechanisms</li> <li>○ Strengthening legal frameworks and bankruptcy processes</li> <li>○ Deepening capital markets and promoting corporate control activity</li> <li>○ Enhancing external audit practices</li> <li>○ Encouraging investor activism</li> <li>○ The legislative angle: the example of Sarbanes–Oxley</li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3
10	<p><b><i>Strengthening the governance process: macro reforms</i></b></p> <ul style="list-style-type: none"> <li>○ Creating a Public Company Accounting Oversight Board</li> <li>○ Ensuring auditor independence and establishing an audit committee</li> <li>○ Assigning corporate responsibility</li> <li>○ Enhancing financial disclosures</li> <li>○ Resolving analyst conflicts of interest</li> <li>○ Assigning accountability for corporate and criminal fraud</li> <li>○ Expanding white collar crime penalties</li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO4



	<p><b><i>Improving corporate ethics</i></b></p> <ul style="list-style-type: none"> <li>○ Corporate ethics versus corporate responsibility</li> <li>○ Creating and reinforcing a proper ethical culture</li> <li>○ Ethical norms</li> </ul> <p>Ethical behavior and internal governance mechanisms</p>			
<b>11</b>	<p><b>Global corporate governance</b></p> <ul style="list-style-type: none"> <li>○ Categorizing corporate governance: the Cinderella problem</li> <li>○ Insider-dominated systems</li> <li>○ Outsider-dominated systems</li> <li>○ Research into corporate governance systems worldwide</li> <li>○ Moving toward convergence?</li> <li>○ The outcome of corporate governance convergence</li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>12</b>	<p><b>Corporate Social Responsibility</b></p> <ul style="list-style-type: none"> <li>○ Some recent statistics on socially responsible investment</li> <li>○ Socially responsible investment strategies</li> <li>○ The financial performance of socially responsible investment funds</li> <li>○ A growing demand for social, ethical and environmental disclosure</li> <li>○ Socially responsible investment in an international context</li> <li>○ The drivers of socially responsible investment</li> <li>○ Pension fund trustees and socially responsible investment</li> </ul>	Lecture, Discussions	Assignment, Term paper, Final Exam	CLO4, CLO5

<b>13</b>	<b>Financial Structure and Corporate Governance</b> <ul style="list-style-type: none"> <li>○ Capital structure and financial risk</li> <li>○ Does capital structure matter?</li> <li>○ The agency costs of debt</li> <li>○ Employees as residual claimants</li> </ul>	Lecture, Discussions, Group work	Assignment Term paper, Final Exam	CLO2, CLO3
<b>14</b>	<b>The future of corporate governance and accountability</b> <ul style="list-style-type: none"> <li>○ The future of institutional investor activism</li> <li>○ A global convergence in corporate governance</li> <li>○ A continuing broadening of the corporate governance agenda</li> </ul>	Lecture, Discussions	Final Exam	CLO3, CLO5

## ACT658 Financial Reporting Analytics

### A. Course General Information:

<b>Course Code:</b>	ACT658
<b>Course Title:</b>	Financial Reporting Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Accounting
<b>Prerequisites:</b>	ACT620 Strategic Cost and Management Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course aims to increase the ability of the students to analyze information to make effective communications between corporate managers and stakeholders. Specifically, the course emphasizes on financial statements, disclosures, and interactions with intermediaries from the obtained financial information. In particular, the course helps students to critically evaluate the financial performance of the firms and communicate the information with stakeholders to making informed decisions.

### C. Rationale of the Course:

Accounting and finance professionals frequently need to acquire, assess, and make decisions based on the available financial and economic information. There may be many different motives, such as developing, examining, or defending potential merger, takeover, or partnership/joint venture deals. Additionally, it could involve stock/equity market investing advice. Students will learn how to use accessible financial and economic information analytically through this course.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Illustrate the frameworks to assess a firm's financial performance and position that is useful for different stakeholders in making decisions.
2. Enhance learners' understanding, interpreting and communicating financial analysis with different stakeholders in different business contexts.
3. Provide knowledge of sourcing voluntary and non-voluntary information and disclosure mechanisms.
4. Elucidate the tools and mechanisms of preparing financial reports and communicate them to the investors and other stakeholders.

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

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

SL.	CLO Description
<b>CLO1</b>	Obtain financial data and assess a firm's financial performance and position for the stakeholders.
<b>CLO2</b>	Apply different tools and mechanisms to conduct financial performance analysis and interpret them.
<b>CLO3</b>	Explain and assess the discretion available to managers in preparing and communicating financial reports.
<b>CLO4</b>	Incorporate financial analysis within corporate reporting practices to add values for the decision-makers.
<b>CLO5</b>	Communicate effectively by writing a detailed and convincing evaluation of financial performance, appropriate both to internal and external stakeholders of a firm.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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>● Purpose and use of Accounting Statements</b> <ul style="list-style-type: none"> <li>○ The role of financial reporting in financial markets</li> <li>○ From business activities to financial Statements</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3.
2	<b>● The Balance Sheet and Cash Flow Statements</b> <ul style="list-style-type: none"> <li>○ Accounting systems and information quality</li> <li>○ Financial statements and business analysis</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<b>● Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Strategy analysis</li> <li>○ Overview of accounting analysis</li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4
4	<b>● Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Implementing Accounting Analysis</li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm	CLO2, CLO3

		In-class group discussion	Exam, Final Exam	
5	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Financial Analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Prospective analysis: forecasting, valuation theory and concepts, and valuation implementation</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Applications</b> <ul style="list-style-type: none"> <li>○ Equity security analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO7
9	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Credit analysis and Distress prediction</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3
10	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Mergers and Acquisitions</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5
11	<ul style="list-style-type: none"> <li>● <b>Business Analysis and Valuation Tools</b> <ul style="list-style-type: none"> <li>○ Communication and Governance</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO5

<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Issues in Valuation</b> <ul style="list-style-type: none"> <li>○ Choice of Accounting method</li> <li>○ Ownership and information</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Other Reporting Issues</b> <ul style="list-style-type: none"> <li>○ Voluntary disclosure incentives</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Other Reporting Issues</b> <ul style="list-style-type: none"> <li>○ Investor relations and communications with stakeholders – analysts, auditors, SEC, media, and regulators</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,  In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3

### **ACT666 Contemporary Issues in Accounting**

**Course Code and Title:** ACT666 Contemporary Issues in Accounting

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, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

### **BUS521 Accounting for Professionals**

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

<b>Course Code:</b>	BUS521
<b>Course Title:</b>	Accounting for Professionals
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Foundation Core Course in the MBA Program
<b>Type:</b>	Business Foundation

<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

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

The course primarily focuses on harnessing the skills and ability of learners to understand the sophisticated language of accounting and its key components. In particular, the course will build a strong foundation for the learners to boost their skills by enabling them to analyze financial statements to deal with strategic options more effectively for their business units. Additionally, the learners will be able to take away highly relevant skills in areas such as budgeting, products, and service costing to make decisions effectively for making the organizations sustainable.

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

This fundamental core subject is required of all MBA students. Graduates are expected to be well-versed in gathering and interpreting financial information, regardless of their area of specialization. The knowledge building blocks for the two crucial business functions of accounting and finance are provided by this course. Students will be ready for the subsequent courses in these two categories after successfully completing this course. The aim of this module is to help students deepen their grasp of fundamental financial and managerial accounting concepts.

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

The major learning objectives of the course are to:

1. Help learners develop an understanding of four financial statements.
2. Explain fundamental accounting process and principles.
3. Elucidate the techniques and tools of interpreting financial statements in association with non-financial information to assess the position of the company.
4. Familiarize learners with essential management accounting techniques to make strategic decisions effectively.

## **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 and discuss the roles nature of financial statements.
<b>CLO2</b>	Apply fundamental accounting principles to develop financial statements.
<b>CLO3</b>	Interpret financial statements and analyze financial and non-financial performance to evaluate the position of a firm.

<b>CLO4</b>	Analyze common business management decisions such as pricing and outsourcing by applying the management accounting concepts and techniques.
<b>CLO5</b>	Discuss the roles of different budgets and behavioral issues when preparing budgets for planning and controlling purposes.

**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>PLO9</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>An overview of financial and management accounting</b> <ul style="list-style-type: none"> <li>○ The scope and purpose of financial reporting building blocks of accounting: ethics, principles, and assumptions.</li> <li>○ Users' and stakeholders' needs</li> <li>○ accounting equation, and define its components</li> <li>○ Analyze the effects of business transactions on the accounting equation</li> </ul> The main elements of financial reports Financial Accounting vs Management Accounting	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1



	<ul style="list-style-type: none"> <li>○ Identify the features of managerial accounting and the functions of management.</li> </ul>			
<b>2</b>	<b>Accounting Cycle and Introduction to financial statements and their functions</b> <ul style="list-style-type: none"> <li>○ Recording process</li> <li>○ Accrual vs cash Basis of accounting</li> <li>○ Adjusting entries and adjusted trial balance</li> <li>○ Preparation of financial statements</li> <li>○ Closing entries and post-closing trial balance</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>3</b>	<b>The regulatory framework</b> <ul style="list-style-type: none"> <li>○ Regulatory bodies</li> <li>○ Accounting standards</li> <li>○ Financial reporting concepts</li> <li>○ Qualities of useful information</li> <li>○ Assumptions in financial reporting</li> <li>○ Principles in financial reporting</li> <li>○ Cost constraint</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,
<b>4</b>	<b>Measurement and Disclosure</b> <ul style="list-style-type: none"> <li>○ Revenues</li> <li>○ Inventories</li> <li>○ Plant, property and equipment</li> <li>○ Current liabilities</li> <li>○ Non-current liabilities</li> <li>○ Equity</li> <li>○ Research and Development, goodwill, and intangible assets</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Financial instruments</li> <li>○ Off balance sheet finance</li> </ul>			
<b>5</b>	<b>Cash flows Statements</b> <ul style="list-style-type: none"> <li>○ Usefulness of the statement of cash flows</li> <li>○ Classification of cash flows</li> <li>○ Significant noncash activities</li> <li>○ Format of the statement of cash flows</li> <li>○ Indirect and direct methods</li> <li>○ Analyze the statement of cash flows</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>6</b>	<b>Financial statements analysis and interpretations</b> <ul style="list-style-type: none"> <li>○ Importance and purpose of analysis of financial statements</li> <li>○ Tools for Analysis</li> <li>○ Analyze a company's performance using ratios</li> <li>○ The concept of Sustainable income</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<b>Costing concepts and Classifications</b> <ul style="list-style-type: none"> <li>○ Cost classifications for assigning costs to cost objects</li> <li>○ Cost classifications for manufacturing companies</li> <li>○ Cost classifications for preparing financial statements</li> <li>○ Cost classifications for predicting cost behavior</li> <li>○ The analysis of mixed costs</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4

<b>9</b>	<b>Cost-Volume-Profit (CVP) analysis</b> <ul style="list-style-type: none"> <li>○ The basics of CVP analysis</li> <li>○ Break-even and target profit analysis</li> <li>○ CVP considerations in choosing a cost structure</li> <li>○ Sales mix</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4
<b>10</b>	<b>Costing for goods and services</b> <ul style="list-style-type: none"> <li>○ Variable costing</li> <li>○ Absorption costing</li> <li>○ Activity-based costing</li> <li>○ Target costing</li> <li>○ Life-cycle costing</li> <li>○ Throughput accounting</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4,
<b>11</b>	<b>Budgetary and Control</b> <ul style="list-style-type: none"> <li>○ Budgets and the budgeting cycle</li> <li>○ Advantages and challenges of implementing</li> <li>○ Budgets</li> <li>○ Budgeting and responsibility accounting</li> <li>○ Human aspects of budgeting</li> <li>○ Developing a master budget</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>12</b>	<b>Budgetary and Control</b> <ul style="list-style-type: none"> <li>○ Developing a master budget</li> <li>○ Flexible budget vs static budget</li> <li>○ Standard costing</li> <li>○ Variance analysis</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5
<b>13</b>	<b>Performance measurements</b> <ul style="list-style-type: none"> <li>○ Cost, profit, and investment centers</li> <li>○ Evaluating investment center Performance</li> <li>○ Residual income</li> <li>○ Operating performance measures</li> <li>Balanced scorecard</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5

<b>14</b>	<b>Differential analysis</b> <ul style="list-style-type: none"> <li>○ Information and the decision process</li> <li>○ The concept of relevance for decision making</li> <li>○ Adding and dropping product lines and other segments</li> <li>○ The make or buy decision</li> <li>○ Opportunity cost</li> <li>○ Special orders</li> <li>○ Utilization of a constrained resource</li> <li>○ Joint product costs and the contribution approach</li> <li>○ ABC and Relevant Costs</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5
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## **BUS522 Managerial Communications**

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

Course Code:	BUS522
Course Title:	Managerial Communications
Credit Hours:	3
Contact Hours/Week:	3
Category:	Foundation Course in the MBA Program
Type:	Foundation Course
Prerequisites:	None
Co-requisites:	None

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

The primary objective of this course is to introduce learners to the various forms of written and oral communication that are helpful and, in most cases, necessary in real-life business situations or in our professional lives. Mainly focus will be on the contemporary aspects of business communication, in the work-place in particular, and businesses in general. A brief look at the theory of communication will also be considered and then the study rapidly would drill down to the practical details and

essentials of business communication. This means the course will cover business writings such as business letter and memo writing, persuasive message writing and examine what sort of tone, language, style and format should be adhered to whilst doing so.

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

Developing skills required for effective communication is pivotal to achieve success in any area of business, even in personal life as well. This foundation course is required for learners with a major or minor in any course as this course teaches students the skills required by all sorts of institutions irrespective of their specialty. Most importantly, this course trains students on different contemporary applied aspects of communications that they can use immediately at their workplaces to create a difference and leave their marks. Along with theoretical understanding, today's business graduates also need to be able to use different cutting-edge technologies with confidence in this internet driven era.

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

**The major objectives of this course are to:**

1. Discuss diversified communication options and their implications in the digital era
2. Build student's skills to design and compose business reports
3. Explain the different types of skills required to design and write effective communication materials
4. Familiarize with effective business presentation skills

#### **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 different communication options and their respective significances in the context of business and will be able to use those intelligently.
<b>CLO2</b>	Develop techniques that can help design effective writing skills essential for business.
<b>CLO3</b>	Craft sophisticated offline and online communication materials for business.

<b>CLO4</b>	Demonstrate effective presentation skills and utilize those skills in real life contexts.
<b>CLO5</b>	Identify negative messages effectively and write neutral and positive messages with high impacts
<b>CLO6</b>	Utilize digital tools for effective communications, writing proposals and business reports

**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>PLO9</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>Weeks</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
1	<ul style="list-style-type: none"> <li>• <b>Introductions</b></li> <li>• <b>Communicating in the Digital-Age Workplace</b> <ul style="list-style-type: none"> <li>o Mastering the Tools for Success in the Twenty-First-Century Workplace</li> <li>o Developing Listening Skills</li> <li>o Learning Nonverbal Communication Skills</li> <li>o Recognizing How Culture Affects Communication</li> <li>o Building Intercultural Workplace Skills</li> </ul> </li> </ul>			

2	<ul style="list-style-type: none"> <li>● <b>Planning Business Messages</b> <ul style="list-style-type: none"> <li>○ Understanding the Communication Process</li> <li>○ Using the 3-x-3 Writing Process as a Guide</li> <li>○ Analyzing and Anticipating the Audience</li> <li>○ Using Expert Writing Techniques to Adapt to Your Audience</li> <li>○ Developing Additional Expert Writing Techniques</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Organizing and Drafting Business Messages</b> <ul style="list-style-type: none"> <li>○ Drafting Workplace Messages</li> <li>○ Organizing Information to Show Relationships</li> <li>○ Composing the First Draft with Effective Sentences</li> <li>○ Developing Business Writing Techniques</li> <li>○ Drafting Well-Organized, Effective Paragraphs</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Revising Business Messages</b> <ul style="list-style-type: none"> <li>○ Taking Time to Revise: Applying Phase 3 of the Writing Process</li> <li>○ Making Your Message Clear</li> <li>○ Enhancing Readability Through Document Design</li> <li>○ Proofreading to Catch Errors</li> <li>○ Evaluating the Effectiveness of Your Message</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Short Workplace Messages and Digital Media</b> <ul style="list-style-type: none"> <li>○ Preparing Digital-Age E-Mail Messages and Memos</li> <li>○ Workplace Messaging and Texting</li> <li>○ Making Podcasts and Wikis Work for Business</li> <li>○ Blogging for Business</li> <li>○ Web 2.0: Social Networking</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO3, CLO7

6	<ul style="list-style-type: none"> <li>• <b>Positive Messages</b> <ul style="list-style-type: none"> <li>o Routine Messages: E-Mails, Memos, and Letters</li> <li>o Typical Request, Response, and Instruction Messages</li> <li>o Direct Claims and Complaints</li> <li>o Adjustment Messages</li> <li>o Goodwill Messages</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO6
7	<ul style="list-style-type: none"> <li>• <b>Midterm Examination</b></li> </ul>			
	<ul style="list-style-type: none"> <li>• <b>Contd.</b> <ul style="list-style-type: none"> <li>o Communicating in the Digital-Age Workplace</li> <li>o Planning Business Messages</li> <li>o Organizing and Drafting Business Messages</li> <li>o Revising Business Messages</li> <li>o Short Workplace Messages and Digital Media</li> <li>o Positive Messages</li> </ul> </li> </ul>		Midterm Exam	CLO1, CLO2, CLO3, CLO6, CLO7
8	<ul style="list-style-type: none"> <li>• <b>Negative Messages</b> <ul style="list-style-type: none"> <li>o Communicating Negative News Effectively</li> <li>o Analyzing Negative News Strategies</li> <li>o Composing Effective Negative Messages</li> <li>o Refusing Typical Requests and Claims</li> <li>o Managing Bad News Within Organizations</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO5
9	<ul style="list-style-type: none"> <li>• <b>Persuasive Messages</b> <ul style="list-style-type: none"> <li>o Understanding Persuasion in the Digital Age</li> <li>o Planning and Writing Persuasive Requests</li> <li>o Writing Effective Persuasive Claims and Complaints</li> <li>o Crafting Persuasive Messages in Digital-Age Organizations</li> <li>o Creating Effective Sales</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO6



	Messages in Print and Online			
10	<ul style="list-style-type: none"> <li>• <b>Proposals and Formal Reports</b> <ul style="list-style-type: none"> <li>o Preparing Business Proposals</li> <li>o Writing and Editing Formal Business Reports</li> <li>o Conducting Primary and Secondary Research</li> <li>o Documenting and Citing Sources in Business Reports</li> <li>o Incorporating Meaningful Visual Aids and Graphics</li> <li>o Understanding Report Components</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO8
11	<ul style="list-style-type: none"> <li>• <b>Business Presentations</b> <ul style="list-style-type: none"> <li>o Preparing Effective Business Presentations</li> <li>o Organizing Content for Impact and Audience Rapport</li> <li>o Understanding Contemporary Visual Aids</li> <li>o Preparing Engaging Multimedia Presentations</li> <li>o Polishing Your Delivery and Following Up</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4
12	<ul style="list-style-type: none"> <li>• <b>Professionalism, Meetings, Employment Communications</b> <ul style="list-style-type: none"> <li>o Business Etiquette</li> <li>o Job Search</li> <li>o CV and resume</li> <li>o Interviewing and following up</li> </ul> </li> </ul>	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO4

13	<ul style="list-style-type: none"> <li>● <b>Individual Presentation</b> <ul style="list-style-type: none"> <li>○ Use formal dress code</li> <li>○ Use audio-visual tools/MS Power Point</li> </ul> </li> </ul>	Presentation of selected topic	Individual Presentation, Term paper	CLO1, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b></li> <li>● <b>Review</b></li> </ul>		Final Exam	CLO6

## **BUS524 Quantitative Techniques in Business Operations**

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

<b>Course Code:</b>	BUS524
<b>Course Title:</b>	Quantitative Techniques in Business Operations
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Mandatory in MBA Program
<b>Type:</b>	Business Foundation
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

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

This course intends to develop students' understanding of business analytics, quantitative methods, and management science in decision process. It 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. The course will cover mathematics and statistics which are necessary for analyzing problem and to take effective decisions in business organization.

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

It is expected that the business graduates have a comprehensive knowledge about various operations of a business and the ability to take decisions 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 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:

1. Familiarize the learners about why quantitative techniques are important for making business decisions.
2. Enable the learners demonstrate a sound knowledge of mathematical and statistical terms associated with business decision making.
3. Explain various business operations and relevant quantitative tools for effective measures of overall business operations.
4. Facilitate the learners assess and interpret statistical information.
5. Train the learners 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
CLO1	Identify various operations in a business and the sources of a quantifiable problem.
CLO2	Distinguish between different mathematical techniques and applications.
CLO3	Translate a problem into a simple mathematical model.
CLO4	Employ suitable mathematical tools to solve problems.
CLO5	Interpret and disseminate statistical information for wider population.

#### 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
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<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Introductions</b> <ul style="list-style-type: none"> <li>○ Number system</li> <li>○ Review of basic algebra</li> <li>○ Equations and functions</li> <li>○ Set theory, Venn diagram and application</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, COL5
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Set Theory, Venn Diagram and Application</b> <ul style="list-style-type: none"> <li>○ Defining and conceptualizing sets</li> <li>○ Types and categories of sets</li> <li>○ Set operations</li> <li>○ Venn diagram</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>3</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> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>• <b>Introduction to Probability</b> (Continued) <ul style="list-style-type: none"> <li>○ Bayes' Theorem</li> <li>○ Simpson's Paradox</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>5</b>	<ul style="list-style-type: none"> <li>• <b>Probability Distribution</b> <ul style="list-style-type: none"> <li>○ Random variables</li> <li>○ Discrete Random Variable</li> <li>○ Binomial probability distribution</li> <li>○ Poisson probability distribution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
<b>6</b>	<ul style="list-style-type: none"> <li>• <b>Business Operations and Productivity Calculation</b> <ul style="list-style-type: none"> <li>○ Business operations system</li> <li>○ Input-Process-Output model</li> <li>○ Productivity and various measures</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
<b>7</b>	<ul style="list-style-type: none"> <li>• <b>Decision Analysis</b> <ul style="list-style-type: none"> <li>○ Problem formulation</li> <li>○ Decision making without probability</li> <li>○ Decision making with probability</li> <li>○ Risk analysis and sensitivity analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
<b>8</b>	<ul style="list-style-type: none"> <li>• <b>Time Series Analysis and Forecasting</b> <ul style="list-style-type: none"> <li>○ Time series patterns</li> <li>○ Forecast accuracy</li> <li>○ Moving average</li> <li>○ Exponential smoothing</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

<b>9</b>	<b>• Time Series Analysis and Forecasting</b> <i>(Continued)</i> <ul style="list-style-type: none"> <li>○ Linear trend projection</li> <li>○ Seasonality</li> <li>○ Computer application for forecasting</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
<b>10</b>	<b>• Introduction to Linear Programming</b> <ul style="list-style-type: none"> <li>○ Simple maximization and minimization problem</li> <li>○ Graphical solution procedure</li> <li>○ Extreme points and optimal solution</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>11</b>	<b>• Matrix Algebra</b> <ul style="list-style-type: none"> <li>○ Types and categories of matrix</li> <li>○ Matrix operations</li> <li>○ Determinants</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
<b>12</b>	<b>• Matrix Algebra (Continued)</b> <ul style="list-style-type: none"> <li>○ Inverse matrix</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
<b>13</b>	<b>• Calculus: Differentiation</b> <ul style="list-style-type: none"> <li>○ Derivatives</li> <li>○ Techniques of differentiation</li> <li>○ Optimization of business/economic function</li> <li>○ Partial differentiation</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
<b>14</b>	<b>• Basics of Integration</b> <ul style="list-style-type: none"> <li>○ Anti-derivatives</li> <li>○ Definite integrals</li> <li>○ Application to business and management</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4

## BUS 525 Macroeconomics Analysis and Managerial Economics

### A. Course General Information:

<b>Course Code:</b>	BUS 525
<b>Course Title:</b>	Macroeconomics Analysis and Managerial Economics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Mandatory in the BBA Program
<b>Type:</b>	Business Foundation

<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

## **B. Course Catalogue Description:**

The course is designed to provide a foundation on microeconomics and macroeconomics. The course then focuses on how these core branches of economics are related to a business environment, with special emphasis on Bangladesh. Topics include the application of economic concepts that are related to competition, market power and externalities. Microeconomics concepts include: demand and supply analysis; alternatives to prices in resource allocation; cost and production; competition; market power; oligopoly; public goods; externalities; asymmetric information. Macroeconomics concepts include: aggregate hike national income, unemployment, investment, inflation, foreign exchange and monetary policy. Macroeconomic concepts are also discussed in the context of policies relating growth and overall development of countries.

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

Tools developed under microeconomics and macroeconomics can be applied in areas and disciplines outside economics. The rationale of the course is therefore to explore a set of tools from microeconomics and macroeconomics and ask a set of simple questions. What does a concept mean? What are the dimensions of its scope? How can these concepts be applied to explain problems in a business environment? In what context and in what range? Once we can address these questions, a business problem will become clearer to us. It will help us analyze and make better decisions once we confront real-world problems.

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

The major objectives of this course are to:

1. Explain to learners the microeconomic and macroeconomic theories and their applications in business, especially in the context of Bangladesh
2. Help learners understand how the microeconomic tools influence decisions in a business environment
3. Enable learners to link tools from macroeconomics to see how these tools influence decisions in a business environment and also influence economic policy working.
4. Familiarize learners with the case studies in the context of Bangladesh

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

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

SL.	CLO Description
<b>CLO1</b>	apply the economic way of thinking
<b>CLO2</b>	recognize the environment under which businesses make decisions
<b>CLO3</b>	Identify the economic tools in decision-making
<b>CLO4</b>	evaluate how policies taken by the government influence businesses
<b>CLO5</b>	diagnose the macroeconomic concepts to identify how they influence businesses

**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 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 Economics</b> <ul style="list-style-type: none"> <li>○ Why study economics?</li> <li>○ What is the basic questions economics asks?</li> <li>○ Branches of economics: microeconomics and macroeconomics. How are they related to the course?</li> <li>○ Introduction to graphs and other quantitative tools used in the course</li> <li>○ Approach to the course</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>2</b>	<b>• Supply demand model and its limitations</b> <ul style="list-style-type: none"> <li>○ The supply demand model, price in resource allocation</li> <li>○ Alternatives to price in resource allocation: queueing, lotteries, coupons</li> <li>○ Examples in the context of Bangladesh</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
<b>3</b>	<b>• Introducing basics of game theory</b> <ul style="list-style-type: none"> <li>○ What is game theory?</li> <li>○ Why do businesses need to know game theory?</li> <li>○ Prisoner's dilemma: why it arises? How to escape from it</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
<b>4</b>	<b>• Elasticity of demand and auctions</b> <ul style="list-style-type: none"> <li>○ What is elasticity of demand? How does it influence decisions of households?</li> <li>○ How do such decisions influence decisions by businesses?</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5

	<ul style="list-style-type: none"> <li>○ What is an auction? How do auctions influence businesses in resource allocation?</li> </ul>			
5	<ul style="list-style-type: none"> <li>• <b>Elasticity of demand and auctions</b> <ul style="list-style-type: none"> <li>○ Continuation and revisit</li> </ul> </li> <li>• <b>The competitive model</b> <ul style="list-style-type: none"> <li>○ What is the competitive model (perfect competition)?</li> <li>○ How did it arise in economics? What does it try to show?</li> <li>○ Why the assumptions of perfect competition do not hold? What consequences does this have?</li> <li>○ Introducing monopolistic competition</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>Monopolistic competition</b> <ul style="list-style-type: none"> <li>○ Continuation and revisit</li> </ul> </li> <li>• <b>Oligopoly</b> <ul style="list-style-type: none"> <li>○ What is oligopoly?</li> <li>○ Why is oligopoly different from other market forms? How does this influence decisions of firms?</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>Midterm Examination</b> <ul style="list-style-type: none"> <li>○ Topics covered prior to Mid-term week</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>• <b>Asymmetric information: Adverse selection</b> <ul style="list-style-type: none"> <li>○ What is asymmetric information?</li> <li>○ What is adverse selection and moral hazard?</li> <li>○ Applications of adverse selection in businesses</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>• <b>Asymmetric information: Moral hazard</b> <ul style="list-style-type: none"> <li>○ What is moral hazard?</li> <li>○ Applications of adverse selection in businesses</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>• <b>Public goods and externalities</b> <ul style="list-style-type: none"> <li>○ What are public goods and externalities?</li> <li>○ How does the presence of these influence household and business?</li> <li>○ What responses are made from businesses and governments?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>• <b>National income accounting</b> <ul style="list-style-type: none"> <li>○ What is the national income accounting? How is it calculated in Bangladesh?</li> <li>○ What are the shortcomings of national income accounting in Bangladesh?</li> </ul> </li> <li>• <b>Unemployment</b></li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5



	<ul style="list-style-type: none"> <li>○ How are employment data calculated in Bangladesh?</li> <li>○ How does this influence business decisions?</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Inflation</b> <ul style="list-style-type: none"> <li>○ How is inflation calculated in Bangladesh?</li> <li>○ What are the main impacts of inflation on household and business?</li> </ul> </li> <li>• <b>Foreign exchange markets</b> <ul style="list-style-type: none"> <li>○ What are foreign exchange markets? How do they influence businesses in Bangladesh?</li> </ul> </li> <li>• <b>Monetary policy</b> <ul style="list-style-type: none"> <li>○ How does Bangladesh formulate the monetary policy?</li> <li>○ How does this affect businesses in Bangladesh?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>• <b>Revisiting concepts before the final</b> <ul style="list-style-type: none"> <li>○ Revisit and discussion before the final exam</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>• <b>Final Examination</b> <ul style="list-style-type: none"> <li>○ Topics covered prior to final exam</li> </ul> </li> </ul>			

## BUS526 Financial Systems and Managerial Finance

### A. Course General Information:

<b>Course Code:</b>	BUS526
<b>Course Title:</b>	Financial Systems and Managerial Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category</b>	Foundation Course in the MBA Program
<b>Type:</b>	Business Foundation
<b>Prerequisites:</b>	BUS521
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course introduces the role and functioning of the financial system, and the basic concepts, tools and techniques for financial management. The financial system consists of financial instruments,

markets and institutions. Familiarity and understanding of this financial environment are essential for making financial decisions of individuals and businesses. The learners will develop the knowledge of fundamental principles and theories of finance and the ability to apply various tools and techniques to make sound financial decisions. This course is designed to cover all these essential elements of managerial knowledge and expertise.

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

This foundation-level business course is mandatory for all the learners of the MBA program. This is because business graduates are expected to have a sound understanding of the basic knowledge of financial system, the major theories of Finance and the 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 learning objectives of the course are to:

1. Explain major financial statements of businesses and the methods of fundamental analysis using financial ratios.
2. Describe the application of time value of money in financial management as well as in dealing with valuation problems of capital market securities.
3. Explain the mechanics of trading securities, the alternative marketplaces in which these various types of transactions take place, and the players who facilitate these deals.
4. Explain the assessment techniques and implications of risk-return trade-off in the investment process.
5. Help learners develop foundation knowledge on the valuation methods of various long-term capital market securities and determine the cost of capital of alternative financial sources.

### **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>	Calculate and interpret activity, liquidity and Working Capital, solvency, profitability, and valuation ratios used in financial analysis.
<b>CLO2</b>	Apply the time value of money concepts to complex cash flow scenarios.
<b>CLO3</b>	Differentiate between money market and capital market instruments, their features and various types of capital market transactions
<b>CLO4</b>	Apply the capital asset pricing model to quantify the risk-return tradeoff.

<b>CLO5</b>	Determine the fundamental price for Bond, preferred stock and common stock.
<b>CLO6</b>	Demonstrate various types of capital appraisal techniques: Payback and Discounted Payback Period, Net Present Value (NPV) and Internal Rate of Return (IRR) to evaluate projects.
<b>CLO7</b>	Calculate the cost of long-term component capital and Weighted Average Cost of Capital (WACC) to determine the cost of capital for an organization.

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
<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 content, 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>	<ul style="list-style-type: none"> <li>● <b>Financial Statements, Cash Flows and Taxes</b> <ul style="list-style-type: none"> <li>○ Balance sheet</li> <li>○ Income statement</li> <li>○ Owners' equity statements</li> <li>○ Accounting Income vs. Cash Flow.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Group Project	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Evaluating a firm's financial performance</b></li> </ul>	Lecture, Notes, Discussions, In-	Quiz, Midterm	CLO1

	<ul style="list-style-type: none"> <li>○ Five major types of Ratio analysis and Interpretation</li> <li>○ Computing common-size statements, cross sectional and trend analysis.</li> </ul>	class Problem Solving Exercises	Exam, Group Project	
<b>3</b>	Continuation of Discussion on the Ratio Analysis from Week 2 + <ul style="list-style-type: none"> <li>● <b>Financial Institutions and Markets</b> <ul style="list-style-type: none"> <li>○ Classification of Assets</li> <li>○ Types of Financial Market</li> <li>○ Various types of capital market transactions</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Quiz, Midterm Exam, Group Project	CLO1, CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Risk and Return</b> <ul style="list-style-type: none"> <li>○ Concepts of risk-return trade-off, their relationships and types,</li> <li>○ Capital Asset Pricing Model (CAPM)</li> <li>○ Stand-Alone and Portfolio Return and Risk, Diversification.</li> <li>○ Concepts and calculation of portfolio beta.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO4
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Time Value of Money</b> <ul style="list-style-type: none"> <li>○ Concepts of annual and non-annual compounding and discounting</li> <li>○ Computing present and future value, perpetuity, annuity, lump sum and uneven cash flows</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO2
<b>6</b>	<ul style="list-style-type: none"> <li>○ Effective Annual Rate (EAR)</li> <li>○ Loan Amortization including spreadsheet application.</li> <li>○ Review Session</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO2, CLO3, CLO4
<b>7</b>	<b>Review Class</b>  <b>Midterm Examination</b>			

8	<ul style="list-style-type: none"> <li>● <b>Bonds and Their Valuation</b> <ul style="list-style-type: none"> <li>○ Different features and types of bonds</li> <li>○ Valuation of bonds</li> <li>○ Yield to Maturity and its relationship with the bond's price</li> <li>○ Yield to Call and Current Yield</li> <li>○ Buy, Sell and hold decision of bonds.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5
9	<ul style="list-style-type: none"> <li>● <b>Stock Valuation</b> <ul style="list-style-type: none"> <li>○ Different types of stocks (preferred and common shares)</li> <li>○ Stock market transactions</li> <li>○ Stock Valuation Methods: Constant Dividend Growth Model and P/E Multiple approach and Preferred Stock Valuation Technique.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5
10	<p>Continuation of Discussion on the Stock Valuation</p> <p>+</p> <ul style="list-style-type: none"> <li>● <b>Cost of Capital</b> <ul style="list-style-type: none"> <li>○ Understanding the concepts of cost of capital</li> <li>○ Detail calculation of cost of different debt and equity capital components including Flotation Costs</li> <li>○ Weighted Average Cost of Capital (WACC)</li> <li>○ Impact of cost of capital on investments.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5, CLO7
11	<p>Continuation of Discussion on the <b>Cost of Capital</b> from Week 10</p>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO7

12	<ul style="list-style-type: none"> <li>● <b>Capital Budgeting</b> <ul style="list-style-type: none"> <li>○ Project classifications</li> <li>○ Payback Period</li> <li>○ Discounted Payback Period</li> <li>○ Net Present Value (NPV)</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam	CLO6
13	<ul style="list-style-type: none"> <li>● <b>Continuation of Capital Budgeting Techniques</b> <ul style="list-style-type: none"> <li>○ Net Present Value (NPV)</li> <li>○ Profitability Index (PI)</li> <li>○ Internal Rate of Return (IRR)</li> <li>○ Relationship of WACC with the Capital Budgeting</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam	CLO6
14	<ul style="list-style-type: none"> <li>● <b>Basics of Working Capital Management</b> <ul style="list-style-type: none"> <li>○ Measuring Working Capital</li> <li>○ The cash conversion cycle</li> <li>○ Different Strategies to finance Working Capital</li> </ul> </li> <li>● <b>Review Session for the Final Exam</b></li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam	CLO1

## **BUS527 Organizational Behavior, Leadership and Ethics**

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

<b>Course Code:</b>	BUS527
<b>Course Title:</b>	Organizational Behaviour, Leadership and Ethics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Foundation course in MBA program
<b>Type:</b>	Foundation course
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

### **B. Course Description**

The course is designed to study interactions that occur among people in the workplace and the individual, group and organizational processes and how these affects organizational performance. It studies various skills necessary for a successful manager. It includes analysis of management, basics

of planning, organizing, leading and controlling, leadership techniques, and interpersonal relations in business and non-business organizations. It studies workplace related ethics and the psychological principles behind people's actions.

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

This course is a foundation course for all MBA students. By learning about organizational behavior and leadership, you can learn more about how people act and work at work in ethical way. It helps us become more aware of what can motivate workers, make them more productive, and help businesses build solid, reliable and ethical relationships with their employees. Besides, leadership training can teach you the skills you need to be an effective leader in your working place.

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

The major objectives of this course are to:

1. Explain individual and group behavior and understand the implications of organizational behavior on the process of management.
2. Clarify different motivational and ethical theories and evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Assess the basic design elements of organizational structure and evaluate their impact on employees.
5. Explain how organizational change and culture affect working relationships and ethical issues within organizations.

### **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 the organizational behavioural challenges in their respective work environment.
<b>CLO2</b>	Illustrate the impact of perception, personality and emotions in their professional context.
<b>CLO3</b>	Articulate the impact of values, attitudes and the influence of diversity across different cultures.
<b>CLO4</b>	Analyze the major leadership theories that affect the behavior of the leaders.
<b>CLO5</b>	Investigate the roles of leaders in work groups and work teams and the models of team development.
<b>CLO6</b>	Apply the ethical related theories as tools for analysing and solving personnel problems.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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	Topics	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Basic Management and Organizational Behaviour</b> <ul style="list-style-type: none"> <li>○ Development of Management</li> <li>○ Principles of Management</li> <li>○ Management Process</li> <li>○ Levels of Management</li> <li>○ Roles and Skills of Manager</li> <li>○ Organizational Behaviour (OB)</li> <li>○ Major Disciplines/Areas of OB</li> <li>○ OB Basic Model of OB</li> </ul> </li> </ul>	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Human Resource Policies and Practices</b> <ul style="list-style-type: none"> <li>○ Basic concepts of HRM</li> </ul> </li> </ul>	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm	CLO2



	<ul style="list-style-type: none"> <li>○ Principles of HR</li> <li>○ Scope of HRM</li> <li>○ HRM process</li> <li>○ HRP</li> </ul>		Exam, Final Exam	
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Employee Attitudes and Their Effects</b></li> <li>○ Nature and Effects of Attitudes</li> <li>○ Job Satisfaction</li> <li>○ Changing Attitudes</li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Motivation</b></li> <li>○ Drives</li> <li>○ Human Needs</li> <li>○ Behaviour Modification</li> <li>○ Goal Setting</li> <li>○ Expectancy Model</li> <li>○ Equity Model</li> </ul>	Assignment Submission, Case Analysis, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO6
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Performance Evaluation</b></li> <li>○ Basic idea about Performance</li> <li>○ Methods of Performance Evaluation</li> <li>○ Improving Performance</li> <li>○ Evaluations</li> <li>○ Providing Performance Feedback</li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Ethical Issues in Workplace</b></li> <li>○ Ethics Fundamentals</li> <li>○ Types of Harassment</li> <li>○ Health and Safety</li> <li>○ Discrimination</li> <li>○ Glass ceiling</li> </ul>	Quiz, Case Analysis, Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Leadership</b></li> <li>○ Nature of Leadership</li> </ul>	Discussion on the Scheduled Topics, Case Analysis, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4

	<ul style="list-style-type: none"> <li>○ Behavioural</li> <li>○ Contingency and Emerging Approaches to Leadership</li> </ul>			
	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Leadership and Trait Approach</b></li> <li>○ Great Person Theories</li> <li>○ Historical Shifts in Trait Perspective</li> <li>○ Traits Differentiate Leaders from Non-leaders</li> <li>○ Trait Approach Work and implementation</li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term paper, Final Exam	CLO4
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Leadership and Behavioural Approach</b></li> <li>○ Behavioral Approach Perspective</li> <li>○ Ohio State Studies</li> <li>○ University of Michigan Studies</li> <li>○ Blake and Mouton's Leadership Grid, How Does the Style Approach Work?</li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term paper, Final Exam	CLO4, CLO5
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Groups and Teams in Organizations</b></li> <li>○ Informal and Formal Group</li> <li>○ Group Dynamics, Nature of Informal and Formal Organizations</li> </ul>	Discussion on the Scheduled Topics, Case Analysis	Assignment, Quiz, Term paper, Final Exam	CLO4, CLO5
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Organizational Culture</b></li> <li>○ Organizational Culture</li> <li>○ The Functions of Culture</li> <li>○ Culture and Sustainability</li> <li>○ Culture and Innovation</li> <li>○ Do Organizations Have Uniform Cultures</li> <li>○ organization's Culture Is Forever</li> </ul>	Discussion on the Scheduled Topics, Case Analysis	Assignment, Quiz, Term paper, Final Exam	CLO3, CLO6

<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Organizational Change and Stress Management</b> <ul style="list-style-type: none"> <li>○ Contrast the forces of change</li> <li>○ Overcome to resistance to change</li> <li>○ managing organizational change</li> <li>○ creating a culture for change</li> <li>○ Sources of stress</li> </ul> </li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term paper, Final Exam	CLO3, CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Conflict and Negotiation</b> <ul style="list-style-type: none"> <li>○ Types of conflicts</li> <li>○ Conflict process</li> <li>○ distributive and integrative bargaining</li> <li>○ Negotiation Process</li> <li>○ Functions of third-party negotiations.</li> </ul> </li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term paper, Final Exam	CLO5, CLO6
<b>14</b>	<p style="text-align: center;"><b>Review Class</b></p> <p style="text-align: center;"><b>Group presentations</b></p>	<p style="text-align: center;">Term Paper Submission and Presentation Session,</p> <p style="text-align: center;">Reviewing the Chapters of Final Exam Syllabus</p>		

## **BUS528 Management Information Systems**

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

<b>Course Code:</b>	BUS528
<b>Course Title:</b>	Management Information Systems
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Foundation Course in the MBA Program
<b>Type:</b>	Foundation Course
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

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

This course provides a broad overview of the issues managers face in the selection, use, and management of information technology (IT). Increasingly, IT is being used as a tool to implement business strategies and gain competitive advantage, not merely to support business operations. Using a case study approach, topics include information technology and strategy, information technology and organization, and information technology assets management. The course takes management rather than a technical approach to the material presented. As such, it should be of use to students of general management interested in information technology and to students of information technology interested in management.

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

The objective of MIS is to provide information for decision making on planning, initiating, organizing, and controlling the operations of the subsystems of an organization and to provide a synergistic organization in the process. MIS provides requisite information at each level of management to carry out their functions. The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organizations face as they attempt to use these IT applications to add value to their businesses. Studying management information systems can provide you with essential knowledge to ensure that your company manages information systems with the highest level of efficiency.

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

The major objectives of this course are to:

1. The Management Information Systems department uses three learning objectives to assess student learning.
2. Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making.
3. Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.
4. Effectively communicate strategic alternatives to facilitate decision making.

#### **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 contemporary MIS theory, principle and how information systems support business strategy, business processes, and practical applications in an organization.
<b>CLO2</b>	Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
<b>CLO3</b>	Describe how the Internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
<b>CLO4</b>	Express the proven value of, and relationship between business data, data management, and business intelligence.
<b>CLO5</b>	Analyze systems development and project management methodologies

<b>CLO6</b>	Combine analytical thinking, creativity and business-problem-solving as applied to ongoing MIS challenges, future trends, and relevant case studies.
<b>CLO7</b>	Express ethical awareness and moral reasoning applied to a MIS problem, issue or case study.

**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>			✓					✓	
<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>	<ul style="list-style-type: none"> <li>• <b>Introduction to Information Systems in Business Today</b> <ul style="list-style-type: none"> <li>○ Roles of IS in business today</li> <li>○ Strategic reasons organization should invest in IS</li> <li>○ Dimensions in IS</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO1, CLO2
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Global E-Business: How Business Use Information Systems</b> <ul style="list-style-type: none"> <li>○ Fundamentals of e-business and ecommerce</li> <li>○ Business process, automation and operational excellency</li> <li>○ Business Functions</li> <li>○ Integrated business functions</li> <li>○ Systems based on constituency and their relationship</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO1, CLO2

3	<ul style="list-style-type: none"> <li>• <b>Information Systems, Organizations, and Strategy</b> <ul style="list-style-type: none"> <li>○ Organizations and functions</li> <li>○ Characteristics and features of organizations</li> <li>○ Information Systems impact on organizations</li> <li>○ Economic impact</li> <li>○ Organization structural impact</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO2, CLO4
4	<ul style="list-style-type: none"> <li>• <b>Data Resource Management</b> <ul style="list-style-type: none"> <li>○ Introduction to File Management</li> <li>○ Challenges on traditional file management system</li> <li>○ Database Management System Approach</li> <li>○ Relational Database Management System</li> <li>○ Data Warehouse and Business Intelligent</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO4, CLO2
5	<ul style="list-style-type: none"> <li>• <b>Cybersecurity: Fundamental reasoning, impacts and awareness to safeguard</b> <ul style="list-style-type: none"> <li>○ Classification of cyber criminals</li> <li>○ Motivations</li> <li>○ Impacts</li> <li>○ Measures to mitigate challenges</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO7, CLO3
6	<ul style="list-style-type: none"> <li>○ Role of IS in business and taking business in global platform</li> <li>○ New way of doing business in a cost-effective way compare to traditional way</li> <li>○ Understanding Organization and impact of IS/IT</li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO7, CLO3
7	<ul style="list-style-type: none"> <li>• <b>MID Term Exam</b></li> <li>• <b>Enterprise Business Applications and Business Impact</b> <ul style="list-style-type: none"> <li>○ Introduction with examples</li> <li>○ Major Four end-to-end business processes</li> <li>○ Business value of Enterprise System</li> <li>○ SCM and SCM Systems business value</li> <li>○ CRM and its business value</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	
8	<ul style="list-style-type: none"> <li>• <b>Lab Class with MS Excel – Financial Model Development</b> <ul style="list-style-type: none"> <li>○ Lab Class with MS Excel – Financial Model Development</li> <li>○ Introduction to Microsoft Excel</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Business Functions in Excel</li> <li>○ Data Analysis using Excel</li> </ul>			
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Building Information System</b> <ul style="list-style-type: none"> <li>○ Organizational structural changes enabled by IS/IT</li> <li>○ Business process re-engineering</li> <li>○ System development methodology</li> <li>○ Business process management</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO3, CLO4
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Managing Projects</b> <ul style="list-style-type: none"> <li>○ Introduction</li> <li>○ Purpose and importance</li> <li>○ Project Charter</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO5, CLO6
<b>11</b>	<ul style="list-style-type: none"> <li>○ Roles and Responsibilities</li> <li>○ Project planning and Execution</li> <li>○ Stakeholder management</li> <li>○ Reporting and escalation</li> <li>○ Project reporting</li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO6, CLO7
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Enhancing Decision Making</b> <ul style="list-style-type: none"> <li>○ Management Level in organization and their roles</li> <li>○ Roles of IS/IT in data preparation and enablement for decision making</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO4, CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Computer Lab Class and Lab Test</b> <ul style="list-style-type: none"> <li>○ Real-life case studies with real-life data with Excel</li> </ul> </li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO2, CLO3, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>○ Hands-on-exercises to test the learning and application</li> <li>○ Review Class</li> </ul>	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO5, CLO6

## BUS529 Marketing Management

### A. Course General Information:

<b>Course Code:</b>	BUS529
<b>Course Title:</b>	MARKETING MANAGEMENT
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category</b>	Foundation course in the MBA Program

<b>Type</b>	Foundation Course
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

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

This course is designed to introduce students with the fundamental concepts of marketing and help them appreciate the role of marketing in strategy formulation and implementation at all levels of company management. Students will develop an understanding of how to design marketing strategy for a firm to create and deliver customer value and acquire skills needed to take prudent decisions for market segmentation, targeting, branding, pricing, distribution, and promotion by applying the basic concepts and theories of marketing considering the ethical and environmental concern. Students are required to analyze the practices of a range of organizations presented in case studies, simulations and guest presentations from marketing practitioners based on the ideas presented in this course.

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

The lectures will deliver the theoretical aspects of Marketing with examples in order for learners to know the application in real life marketing scenario. The learners require participating in in-class discussions and group activities to share their knowledge in an interactive manner. A lecture does not cover all there is to learn about a topic. Similarly, it is not possible to cover in the lecture all the course material contained in the prescribed text. The learners are highly recommended to read the relevant recommended reading materials before joining each lecture. This will help learners grab the concepts and tools quickly and apply them in relevant real-life case scenario.

#### **D. Course Objective:**

The major objectives of this course are to:

1. Develop an understanding of marketing principles and concepts and their application through reading core texts and studying marketing cases.
2. Explain the elements of marketing decision within the marketing mix framework and their application to create and deliver superior customer value.
3. Develop holistic marketing decision-making skills from identifying customer needs to maintain customer relationships.
4. Acknowledge and address major ethical, environmental, and social responsibility issues relevant to marketing and consumer behavior.

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

Upon successful completion of this course, students will be able to



SL.	CLO Description
<b>CLO1</b>	Evaluate different marketing concepts and principles as well as debate the usefulness of different approaches to marketing.
<b>CLO2</b>	Apply marketing concepts and principles to commercial and non-commercial sectors.
<b>CLO3</b>	Critically evaluate key elements of marketing strategy and integrate them in developing marketing program.
<b>CLO4</b>	Utilize different tools to analyze customers, competitors, and other actors influencing business and customer behavior.
<b>CLO5</b>	Identify and integrate relevant ethical, environmental, and social issues to sensible marketing decisions.
<b>CLO6</b>	Communicate effectively individually and as part of a team using a variety of media.

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								✓
CLO2		✓							✓
CLO3			✓	✓					
CLO4					✓		✓		
CLO5						✓			✓
CLO6				✓				✓	

**G. Course plan specifying content, CLOs, co-curricular activities (if any), teaching learning and assessment strategy mapped with CLOs:**

Class Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding COs
1	<ul style="list-style-type: none"> <li><b>Defining Marketing - Better Marketing for Better World</b></li> </ul>	Lecture, Debate	Case Analysis, Mid Term Exam	CLO1

	<ul style="list-style-type: none"> <li>○ Importance of Marketing as a Functional Area</li> <li>○ The Scope of Marketing</li> <li>○ Core Marketing Concepts</li> <li>○ Recent Changes in Marketing Management</li> <li>○ The Tasks Necessary for Successful Marketing Management.</li> </ul>			
2	<ul style="list-style-type: none"> <li>● <b>Developing Marketing Strategies and Plans</b> <ul style="list-style-type: none"> <li>○ Customer Value Delivery Approach</li> <li>○ Corporate and Divisional Level Strategic Planning</li> <li>○ SBU Analysis using Portfolio Models</li> <li>○ Identifying Strategic Planning Gap</li> <li>○ Alternative Growth Strategies</li> <li>○ Business Unit Strategic Planning</li> <li>○ Product Marketing Plan.</li> </ul> </li> </ul>	Lecture, Case Discussion	Mid Term Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Capturing Marketing Insights through Scanning Marketing Environment and Conducting Marketing Research</b></li> </ul>	Lecture, Assessment Brief	Mid Term exam, Group Assignment	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Marketing Information System and Its Components</li> <li>○ Marketing Intelligence System</li> <li>○ Macro Environmental Factors</li> <li>○ Marketing Research</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Creating Customer Value and Long-term Loyalty Relationships</b> <ul style="list-style-type: none"> <li>○ Defining Customer Value and Satisfaction</li> <li>○ Determining Total Customer Value</li> <li>○ Value Proposition and USP</li> <li>○ Customer Lifetime Value and Profitability Analysis</li> <li>○ Tools for Tracking Customer Satisfaction</li> <li>○ Cultivating Customer Relationships</li> <li>○ Customer Touchpoints and Experience Mapping</li> <li>○ Building Loyalty</li> <li>○ Database and Database Marketing.</li> </ul> </li> </ul>	Lecture, Case	In-Class exercise, Mid Term exam	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Analyzing Consumer and Business Markets</b> <ul style="list-style-type: none"> <li>○ Cultural Factors Influencing Consumer Behavior: culture,</li> </ul> </li> </ul>	Lecture, Case	Group Assignment, Mid Term Exam	CLO4, CLO5

	<p>subculture, social stratification</p> <ul style="list-style-type: none"> <li>○ Social Factors Influencing Consumer Behavior: reference group, family, roles and status</li> <li>○ Personal Factors influencing Consumer Behavior: Age and Life Cycle Stage, Personality and Self Concept, Occupation and Economic Circumstances, Life Style and Values</li> <li>○ Psychological Factors: motivation, perception and learning</li> <li>○ Buying Decision Process and Touchpoints</li> <li>○ Types of Buying Decision.</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Identifying Market Segments and Target</b> <ul style="list-style-type: none"> <li>○ Target Marketing Process</li> <li>○ Why Target Marketing is Important</li> <li>○ How to Segment the Market: Segmentation Bases</li> <li>○ Market Targeting and Its Patterns: Effective Targeting Criteria</li> </ul> </li> </ul>	Lecture, Case	Group Assignment, Mid Term Exam	CLO4, CLO5

7	<ul style="list-style-type: none"> <li>● <b>Triple Bottom Line and Sustainable Marketing</b> <ul style="list-style-type: none"> <li>○ Going Beyond Marketing Concept</li> <li>○ Sustainability and Sustainable Development</li> <li>○ Sustainable Marketing</li> <li>○ Triple Bottom Line: 3 Ps</li> <li>○ UN SDGs and its Relevance to Marketing and Consumer Behavior</li> <li>○ How Companies Address Relevant SDGs.</li> </ul> </li> </ul>	Lecture, Discussion on Research Articles	Group Assignment, Final Exam	CLO5
8	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Mid Term Exam</b></li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Meeting competition and driving growth</b> <ul style="list-style-type: none"> <li>○ How market leaders can expand the total market and defend market share</li> <li>○ How market challengers can attack market leaders</li> <li>○ How can market followers or nichers compete effectively</li> <li>○ Marketing strategies for different stages of product life cycle</li> <li>○ Adjusting marketing strategies and tactics.</li> </ul> </li> </ul>	Lecture, Debate	Group Assignment, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Creating Brand Equity</b></li> </ul>	Lecture, Research Discussion on	Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Brand Equity and Its Role</li> <li>○ Scope of Branding</li> <li>○ Customer-Based Brand Equity; Brand Promise; Brand Equity Models; Building Brand Equity.</li> </ul>	Research Articles		
11	<ul style="list-style-type: none"> <li>● <b>Crafting Brand Positioning</b> <ul style="list-style-type: none"> <li>○ Positioning and Value Proposition</li> <li>○ Perceptual Mapping</li> <li>○ Brand Positioning</li> <li>○ Choosing POP and POD</li> <li>○ Brand Mantra</li> <li>○ Means of Differentiation</li> <li>○ Emotional Branding.</li> </ul> </li> </ul>	Lecture, Case	Group Assignment, Final Exam	CLO2, CLO3, CLO6
12	<ul style="list-style-type: none"> <li>● <b>Product Strategies</b> <ul style="list-style-type: none"> <li>○ Defining characteristics of products and how marketers classify products</li> <li>○ Product Differentiation</li> <li>○ Why product design is important and what factors affect a good design</li> <li>○ Managing product lines and product mix</li> <li>○ Co-branding; Packaging, Labeling, Warranties and Guarantees.</li> </ul> </li> </ul>	Lecture, Case	Group Assignment, Final Exam	CLO2, CLO3, CLO4, CLO5

13	<ul style="list-style-type: none"> <li>● <b>Pricing Strategies</b> <ul style="list-style-type: none"> <li>○ Understanding pricing</li> <li>○ How firms do the pricing</li> <li>○ Consumer psychology and pricing</li> <li>○ Setting the price – the six-step process</li> <li>○ Adapting the price.</li> </ul> </li> </ul>	Lecture, Debate	Group Assignment, Final Exam	CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Integrating Traditional and New Media for Communicating and Promoting Value</b></li> <li>● Traditional Promotion Mix</li> <li>● Developing Mass Media Communications Strategies</li> <li>● Strategies and Tactics for New Media: Own Media, Paid Media, Earned Media.</li> </ul>	Lecture, Research Discussion on Research Articles	Group Assignment, Final Exam	CLO2, CLO3, CLO6

## **BUS620 Business Research Methods and Data Analytics**

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

<b>Course Code:</b>	BUS620
<b>Course Title:</b>	Business Research Methods and Data Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Mandatory in the MBA program
<b>Type:</b>	Advanced Core course
<b>Prerequisites:</b>	BUS524 Quantitative Techniques in Business Operations
<b>Co-requisites:</b>	None

## **B. Course 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 in research studies. 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 informed strategic decisions for different organizational settings in both local and global contexts.

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

Students will learn about different research methods used in research projects in this class. With a focus on getting good information to make good decisions, this course will help students learn how to create different research methods and then collect, analyze, and interpret data that can help them make better decisions. Besides, this course will help the students to prepare their internship and thesis report.

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

The major objectives of this course are to

1. Explain the basic concepts of both basic and applied research
2. Construct a coherent research proposal which includes an abstract, introduction, literature review, research questions, ethical considerations, and methodology
3. Familiarize the data analysis and data interpretation to provide well informed and accurate recommendations to practitioners
4. Clarify the methods of applying previous statistical knowledge in research settings and will gain hands on experience on SPSS
5. Gain the necessary know-how of publishing an academic paper

## **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>	Critically evaluate published literature in respect debates and evidence related to Business and Management theory and practice in the context of international development
<b>CLO2</b>	Evaluate the ethical issues relating to the research topic and demonstrate how these will be addressed within the research design.
<b>CLO3</b>	Select appropriate research aims and research questions



<b>CLO4</b>	Evaluate the data collection and data analysis methods
<b>CLO5</b>	Demonstrate familiarity with and understanding of the objectives of business research process and collect data through both primary (qualitative and quantitative) and secondary data collection methods.
<b>CLO6</b>	Analyze and interpret various types of data with the help of statistical analytical software SPSS

**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>						✓			
<b>CLO6</b>					✓				

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

Week	Topics	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li><b>Research publication</b> <ul style="list-style-type: none"> <li>How to publish?</li> <li>Where to publish?</li> <li>Journal ranking</li> </ul> </li> </ul>	Lecture Website Demonstration	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li><b>Writing a Research Proposal</b></li> </ul>	Class Lecture and Practical Example	Assignment, Quiz,	CLO2

	<ul style="list-style-type: none"> <li>○ Choosing a Research Topic</li> <li>○ Research Question</li> <li>○ Specific Questions/Objectives</li> <li>○ Ethics</li> <li>○ Research Limitations</li> <li>○ Gantt Chart.</li> </ul>		Midterm Exam, Final Exam	
3	<ul style="list-style-type: none"> <li>● <b>Review of literature</b></li> <li>○ Basic Idea about literature review</li> <li>○ Theoretical literature review</li> <li>○ conceptual literature review</li> <li>○ and Empirical literature review.</li> </ul>	Class Lecture and Practical Example	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Writing a Research Report</b></li> <li>○ Prefatory Part</li> <li>○ Main Body</li> <li>○ Supplementary Part</li> </ul>	Class Lecture and Practical Example	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Types of Research</b></li> <li>○ Exploratory, Descriptive</li> <li>○ Explanatory, and Evaluative Research</li> <li>○ Qualitative, Quantitative, and Mixed Methods,</li> <li>○ Cross-Sectional and Longitudinal Research,</li> <li>○ Deductive, Inductive, and Abductive Research</li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Sampling Issues</b></li> <li>○ Population vs Sample</li> <li>○ Probability vs Non-Probability Sampling</li> <li>○ Types of Probability</li> </ul>	Class Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO4

	Sampling <ul style="list-style-type: none"> <li>○ Types of Non-Probability Sampling</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Types of Data and Data Collection Techniques</b></li> <li>○ Basic types of data, Data Collection Techniques</li> <li>○ Developing a Questionnaire</li> <li>○ Qualitative Research Technique</li> <li>○ Designing FGD</li> <li>○ Conducting FGD</li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
	<b>Midterm Examination</b>			
8	<ul style="list-style-type: none"> <li>● <b>Theory and Hypotheses</b></li> <li>○ Basic Idea about Theory</li> <li>○ Theoretical Assumption</li> <li>○ Review of Hypothesis Development</li> <li>○ Null and Alternate Hypothesis</li> </ul>	Class Lecture and Practical Example	Assignment, Quiz, Term Paper, Final Exam	CLO5
9	<ul style="list-style-type: none"> <li>● <b>Introduction to SPSS</b></li> <li>○ SPSS Introduction</li> <li>○ Installation</li> <li>○ Features of SPSS</li> <li>○ Using SPSS</li> </ul>	Lecture and practical class in LAB	Assignment, Quiz, Term Paper, Final Exam	CLO6
10	<ul style="list-style-type: none"> <li>● <b>SPSS (Continued)</b></li> <li>○ Data View</li> <li>○ Descriptive Statistics</li> </ul>	Lecture and practical class in LAB	Assignment, Quiz, Term Paper, Final Exam	CLO6
11	<ul style="list-style-type: none"> <li>● <b>SPSS (Continued)</b></li> <li>○ Statistical Significance</li> <li>○ Correlational Hypothesis</li> <li>○ Analysis of Data.</li> </ul>	Lecture and practical class in LAB	Assignment, Quiz, Term Paper, Final Exam	CLO6

12	<ul style="list-style-type: none"> <li>● <b>SPSS (Continued)</b> <ul style="list-style-type: none"> <li>○ Simple and Multiple Regression</li> <li>○ Analysis of Data</li> </ul> </li> </ul>	Lecture and practical class in LAB	Assignment, Quiz, Term Paper, Final Exam	CLO6
13	<ul style="list-style-type: none"> <li>● <b>SPSS (Continued)</b> <ul style="list-style-type: none"> <li>○ One Sample T-Test</li> <li>○ Paired Sample T-Test</li> <li>○ Analysis of Data</li> </ul> </li> </ul>	Lecture and practical class in LAB	Assignment, Quiz, Term Paper, Final Exam	CLO6
14	Review Class Group presentation			

## **BUS670 Entrepreneurship and International Business**

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

<b>Course Code:</b>	BUS670
<b>Course Title:</b>	Entrepreneurship and International Business
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Integrative
<b>Type:</b>	Mandatory course in the MBA Program
<b>Prerequisites:</b>	All foundation courses, HRM620 Strategic Human Resource Management, OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

This course covers the entrepreneurial process from conception to birth to adolescence of a new venture. It concentrates on attributes of entrepreneurs/entrepreneurs searching for opportunities, and gathering resources to convert opportunities into businesses, locally and internationally. Students

learn to evaluate new ventures and develop a business plan to pursue those ventures in different sociological, cultural, legal, political, and economic environment. Students are also introduced to international finance, economics, marketing, international organizations and regulatory bodies.

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

The nature of the global economy is rapidly changing influencing characteristics of international business and entrepreneurship. The new and existing entrepreneurs are facing many serious challenges while performing their international business. The international entrepreneurs have to develop the right skills to overcome economic, political, social and cultural and other complex barriers in the local and host countries. This course helps the students to gain the skills one needs to become successful in global business

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

The major objectives of this course are to:

1. Develop entrepreneurial knowledge and skills for creating and expanding a new local and international business.
2. Demonstrate how to manage psychological, social, economic and environmental factors that influence entrepreneurship.
3. Familiarize students with: underlying theories of international business, environmental factors affecting international activities, and the management of international risks arising from conflicts, transactions and trade, international laws and government policies of the diverse countries.
4. Acquaint with recent changes in the concepts and operations of globalization, rises and falls in regional cooperation (EU, NAFTA, ASEAN), tariff troubles, currency conflicts, embargos, and strengths and weakness of international business and financial organizations will be analyzed.
5. Explain the nature of international competitive strategy, chalking out organizational design and control, and organizing global operations and supply chain 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 various aspects of entrepreneurship development and how international factors affect multinational entrepreneurs
<b>CLO2</b>	Discuss theories and growth of international trade and investment
<b>CLO3</b>	Recognize factors behind exports-imports growth and balance of payments estimations
<b>CLO4</b>	Explain the role of exchange rate in local and international entrepreneurship development – its determination and methods of forecasting;
<b>CLO5</b>	Assess regional economic and political integration; international institutions and world monetary system

<b>CLO6</b>	Evaluate export and import practices and financing
<b>CLO7</b>	identify the key legal issues related to international operations; develop interpersonal skills and social awareness and responsibility on global issues.

**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>PLO9</b>
<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:**

<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></li> <li>● <b>Entrepreneurship Development</b> <ul style="list-style-type: none"> <li>○ Factors affecting multinational enterprises</li> <li>○ The rapid changes in international entrepreneurship</li> <li>○ Globalization and U-turn from it</li> </ul> </li> </ul>	Lecture, Notes, Discussions, use of quantitative analysis	Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Trade theories</b> <ul style="list-style-type: none"> <li>○ Mercantilism</li> <li>○ Theory of absolute advantage</li> <li>○ Theory of comparative advantages</li> <li>○ Newer explanations for the direction of trade</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO2

3	<ul style="list-style-type: none"> <li>● <b>Trade and Investment (Continued)</b> <ul style="list-style-type: none"> <li>○ Size, growth and direction of foreign direct investment</li> <li>○ Selected theories of foreign direct investment</li> </ul> </li> <li>● <b>Bangladesh investment</b></li> </ul>	Lecture, Notes, Discussions, Article review	Homework, Quiz, Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Exports imports growth</b> <ul style="list-style-type: none"> <li>○ Trade of micro, SME, large, international enterprises</li> <li>○ Entrepreneur development through conducive credit, marketing, and interest policies,</li> <li>○ Factors behind the growth in trade</li> <li>○ Direction of exports and imports</li> </ul> </li> <li>● <b>Bangladesh Trade</b></li> </ul>	Lecture, Notes, Discussions,	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Balance of payments</b> <ul style="list-style-type: none"> <li>○ Estimating balance of payments</li> <li>○ Impact of balance of payments on FOREX market and business</li> <li>○ <b>Bangladesh BOP – empirical analysis</b></li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam,	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Role of exchange rate in local and international entrepreneurship development</b> <ul style="list-style-type: none"> <li>○ Determination of the rate: PPP, IRP, Fisher's open</li> <li>○ Methods of forecasting</li> </ul> </li> <li>● <b>Bangladesh FOREX history and system</b></li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			

8	<ul style="list-style-type: none"> <li>● <b>Role of exchange rate in local and international entrepreneurship development (continued)</b> <ul style="list-style-type: none"> <li>● Exchange system, <ul style="list-style-type: none"> <li>○ Convention in FOREX market</li> </ul> </li> <li>● <b>Bangladesh FOREX history and system</b></li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Quiz, Final Exam, Group Project, In-class Exercises	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Regional economic and political integration</b> <ul style="list-style-type: none"> <li>○ European Union,</li> <li>○ NAFTA,</li> <li>○ ASEAN</li> <li>○ SAARC etc.</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Quiz, Final Exam, Group Project, In-class Exercises	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Multinational institutions, world monetary order and their role in business and economic development</b> <ul style="list-style-type: none"> <li>○ IMF, IBRD, AsDB</li> <li>○ WTO</li> <li>○ AIIB and NDB</li> </ul> </li> <li>● <b>Role of them in Bangladesh economic development</b></li> </ul>	Lecture, Notes, Discussions	Quiz, Quiz, Final Exam, Group Project, In-class Exercises	CLO5
11	<ul style="list-style-type: none"> <li>● <b>Exports and imports financing and practices</b> <ul style="list-style-type: none"> <li>○ Why firm exports</li> <li>○ Terms of sale</li> <li>○ Export payment terms</li> <li>○ Cash in advance</li> <li>○ Open account</li> <li>○ Consignment</li> <li>○ Letter of Credit</li> <li>○ Documentary drafts</li> <li>○ Collection of Documents</li> <li>○ Sources of export financing</li> <li>○ Factoring and forfaiting</li> <li>○ EXIM</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Quiz, Final Exam, Group Project, In-class Exercises	CLO6



<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Environmental sustainability:</b> <ul style="list-style-type: none"> <li>○ Legal</li> <li>○ Political</li> <li>○ Regulatory</li> <li>○ Financial</li> <li>○ Social and cultural</li> <li>○ Legal and technological</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Review of research paper	Quiz, Final Exam, Group Project, In-class Exercises	CLO7
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Natural resources:</b> <ul style="list-style-type: none"> <li>○ Importance of a country's location</li> <li>○ Natural resources,</li> <li>○ Waterways, outlets to the sea</li> <li>○ Mineral resources</li> <li>○ Topology</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam, Group Project, In-class Exercises Exam, Group Project,	CLO7
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Group Work and Presentation</b></li> <li>● <b>Review</b></li> </ul>			

## BUS675 Strategic Management

### A. Course General Information:

<b>Course Code:</b>	BUS675
<b>Course Title:</b>	Strategic Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Integrative
<b>Type:</b>	Mandatory in the MBA Program
<b>Prerequisites:</b>	All advanced core courses
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This integrative course deals with the overall management of an organization. It is concerned with the determination of the strategic direction of the firm, as well as the management of strategy processes within the firm. The primary objective of the course is for the student to develop a perspective of the general manager's role and responsibilities. It deals with developing the capability to understand a firm's strategic situation in depth and to develop viable alternatives for dealing with the key issues facing it. The relationship between organization structure and strategy are examined, and tools are developed for examining the firm's industry and competitive environment. Strategy at the business unit, divisional, and corporate level are studied. This course builds on other core courses.

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

This integrative course is mandatory for all the learners of the MBA program. This is because students are expected to have a sound understanding of managerial decisions and actions that affect the performance and survival of business enterprises. This course aims to introduce key concepts, principles, and techniques required for competitive analysis, setting strategic direction, strategy formulation and strategy implementation in accordance with the objectives of the organization. The course is designed to help learners develop strategic leadership capabilities to steer an organization toward the desired destination.

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

The main objectives of this course are to:

1. Discuss the importance of and guidelines for setting strategic vision, mission, core values, and objectives of an organization.
2. Explain the mechanisms for analyzing internal and external environment in order to identify strategic opportunities, threats, strengths and weaknesses and to assess their significance for strategic initiatives.
3. Describe the purpose, underlying assumptions, and approaches for formulating strategies at the various levels (corporate level, business level, and functional level) of an organization.
4. Build student's capability in developing the strategies for competing in international markets.
5. Acquaint with the issues that need to be considered in executing strategies of an organization.
6. Familiarize with the role of strategic leadership in managing an organization's strategic management process.

#### **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 various concepts and issues of setting strategic direction of an organization.
<b>CLO2</b>	Develop an understanding of how to analyze the internal environment (a company's resources, capabilities and competencies) and external environment of an organization.

<b>CLO3</b>	Recognize the major avenues of setting strategies at the various levels of an organization.
<b>CLO4</b>	Evaluate and analyze the strategies for competing internationally.
<b>CLO5</b>	Identify the mechanisms for executing the strategies.

**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>PLO9</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>What is Strategy and Why is it Important?</b> <ul style="list-style-type: none"> <li>What is Strategy About?</li> <li>The Quest for Competitive Advantage?</li> <li>Common Strategic Approach Choices</li> <li>A Company's Strategy and its Business Model</li> <li>Why a Firm's Strategy Evolves over Time</li> <li>Proactive Strategy vs. Reactive Strategy</li> <li>What Makes a Strategy a Winner?</li> <li>Determinants of Shareholder Value</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

	<ul style="list-style-type: none"> <li>Why are Crafting and Executing Strategy Important Tasks</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li><b>Charting a Company's Direction</b> <ul style="list-style-type: none"> <li>The Strategy-Making, Strategy-Executing Process</li> <li>Developing a Strategic Vision, a Mission Statement, and Core values</li> <li>Setting Objectives for Measuring the Firm's Performance and Tracking Its Progress</li> <li>Crafting Strategies</li> <li>Executing the Chosen Strategies</li> <li>Monitoring Developments, Evaluating Performance, and Initiating Corrective Adjustments</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>3</b>	<ul style="list-style-type: none"> <li><b>Evaluating a Company's External Environment</b> <ul style="list-style-type: none"> <li>Defining an Industry and Other Relevant Terms</li> <li>Analyzing the Relevant Factors in the Macro-environment</li> <li>Assessing a Company's Industry and Competitive Environment</li> <li>Assessing Market Positions of Key Competitors</li> <li>Industry Life Cycle Analysis</li> <li>Assessing the Industry's key Success Factors</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>4</b>	<ul style="list-style-type: none"> <li><b>Evaluating a Company's Internal Environment</b> <ul style="list-style-type: none"> <li>The Roots of Competitive Advantage</li> <li>Competitive Advantage, Value Creation, and Profitability</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ Assessing the Value Chain of a Company</li> <li>○ The Building Blocks of Competitive Advantage</li> <li>○ Making Competitive Advantage Durable</li> <li>○ Avoiding Failure and Sustaining Competitive Advantage</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Functional-Level Strategy</b> <ul style="list-style-type: none"> <li>○ Three Levels of Strategy</li> <li>○ Functional Areas of a Business</li> <li>○ Importance of Functional-Level Strategy</li> <li>○ Strategies relating to Production</li> <li>○ Strategies relating to Marketing</li> <li>○ HRM Strategies</li> <li>○ Strategies relating to Information Systems</li> <li>○ Financial Strategies</li> <li>○ Research and Development Strategies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Business-Level Strategy/ The Five Generic Competitive Strategies</b> <ul style="list-style-type: none"> <li>○ Low-Cost Provider Strategies</li> <li>○ Board Differential Strategies</li> <li>○ Focused (or Market Niche) Strategies</li> <li>○ Best-Cost Provider Strategies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b></li> </ul>			
	<ul style="list-style-type: none"> <li>● <b>Business-Level Strategy/ The Five Generic Competitive Strategies (Cont.)</b> <ul style="list-style-type: none"> <li>○ The Contrasting Features of the Five Generic Competitive Strategies</li> </ul> </li> </ul>		Midterm Examination	CLO3

	Learning Exercises – Toyota’s Best-Cost Provider Strategy			
8	<ul style="list-style-type: none"> <li>● <b>Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing</b> <ul style="list-style-type: none"> <li>○ Understanding Corporate-Level Strategy</li> <li>○ Reasons for Pursuing Horizontal Integration</li> <li>○ Forms of Horizontal Integration</li> <li>○ Advantages and Disadvantages of Horizontal Integration</li> <li>○ Reasons for Pursuing Vertical Integration</li> <li>○ Understanding Full and Taper Integration</li> <li>○ Problems with Vertical Integration</li> <li>○ Alternatives to Vertical Integration</li> <li>○ Reasons for Pursuing Strategic Outsourcing</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Corporate-Level Strategy: Related and Unrelated Diversification</b> <ul style="list-style-type: none"> <li>○ Understanding Diversification</li> <li>○ When to Consider Diversification</li> <li>○ Increasing Profitability Through Diversification</li> <li>○ Types of Diversification</li> <li>○ Disadvantages of Diversification</li> <li>○ Diversification That Dissipates Value</li> <li>○ Entry Strategies to Implement Multi-business Model</li> <li>○ When to Engage in Internal Development</li> <li>○ Pitfalls of Introducing New Ventures</li> <li>○ Understanding the Attractions and Pitfalls of Acquisitions</li> <li>○ Understanding the Attractions and Pitfalls of Joint Ventures</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3

	<ul style="list-style-type: none"> <li>○ Strategy Options for a Firm That Is Already Diversified</li> </ul>			
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Strategies for Competing in International Markets</b> <ul style="list-style-type: none"> <li>○ The Global and National Environments</li> <li>○ National Competitive Advantage</li> <li>○ Increasing Profitability and Growth Through Global Expansion</li> <li>○ Cost Pressures and Pressures for Local Responsiveness</li> <li>○ The Choice for Entry Mode: Exporting, Licensing, Francizing, Joint Ventures, Wholly Owned Subsidiaries</li> <li>○ Choosing an Entry Strategy</li> <li>○ Global Strategic Alliances</li> <li>○ Making Strategic Alliances Work</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4

11	<ul style="list-style-type: none"> <li>● <b>Building an Organization Capable of Good Strategy Execution</b> <ul style="list-style-type: none"> <li>○ Principal Tasks of the Strategy Execution Process</li> <li>○ Building an Organization Capable of Good Strategy Execution: Three Key Actions</li> <li>○ Staffing the Organization</li> <li>○ Developing and Building Critical Resources and Capabilities</li> <li>○ Matching Organizational Structure to the Strategy</li> <li>○ Facilitating Collaboration with External Partners and Strategic Allies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
12	<ul style="list-style-type: none"> <li>● <b>Managing Internal Operations: Actions that Promote Good Strategy Execution</b> <ul style="list-style-type: none"> <li>○ Allocating Resources to the Strategy Execution Effort</li> <li>○ Instituting Policies and Procedures That Facilitate Strategy Execution</li> <li>○ Instituting Best Practices and Employing Process Management Tools</li> <li>○ Installing Information and Operating Systems</li> <li>○ Using Rewards and Incentives to Promote Better Strategy Execution</li> <li>○ Identifying a Corporate Culture Conducive to Good Strategy Execution</li> <li>○ Unhealthy Cultures that Impede Good Strategy Execution</li> <li>○ Leading the Strategy Execution Process</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO5



13	<ul style="list-style-type: none"> <li>● <b>Corporate Culture and Leadership</b> <ul style="list-style-type: none"> <li>○ Key Features of a Company's Corporate Culture</li> <li>○ The Role of a Company's Core Values and Ethical Standards in Building Corporate Culture.</li> <li>○ How and Why a Company's Culture Can Aid the Drive for Proficient Strategy Execution.</li> <li>○ What Constitutes Effective Managerial Leadership in Achieving Superior Strategy Execution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b></li> </ul>	Group work	Term paper	CLO1, CLO2, CLO3

## **BUS680 Internship**

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

<b>Course Code:</b>	BUS680
<b>Course Title:</b>	Internship
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Professional development course for applicable graduating MBA students
<b>Type:</b>	Experiential learning course in the MBA program
<b>Prerequisites:</b>	Completion of all required courses as per policy
<b>Co-requisites:</b>	None

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

BUS680 Internship is a mandatory requirement for graduating students of the MBA program without significant prior work experience. 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 MBA Thesis and Case Writing Guideline and Standards for more details.

### C. Course Objective:

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 MBA program – in real-life settings.

### D. Course 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>	Labor 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.

### E. Mapping Outcomes (CLOs) with the 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>	✓	✓	✓	✓	✓	✓	✓	✓	✓

CLO6	✓							✓	✓
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**F. Mapping Course Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy**

Week	Topic / Activities	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>○ Registration</li> <li>○ Placement and Interaction with Company Supervisor</li> </ul> </li> </ul>	Discussion	Attendance	CLO1
2	<ul style="list-style-type: none"> <li>• <b>Introductions:</b> <ul style="list-style-type: none"> <li>○ Assignment of Faculty Supervisors</li> <li>○ Internship Report Guideline and Standard</li> </ul> </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 Defence	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	Progress Assessment, Internship	CLO1, CLO2, CLO5

		Review, Secondary and Primary Data Collection	Report and Defence	
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 Defence	CLO1, CLO2, CLO5
10	<ul style="list-style-type: none"> <li>• <b>Research for and Preparation of Draft 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, Secondary and Primary Data Collection and Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO1, CLO2, CLO3, CLO5
11	<ul style="list-style-type: none"> <li>• <b>Research for and Preparation of Draft 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, Secondary and Primary Data Collection and Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO1, CLO2, CLO4, CLO5, CLO6
12	<ul style="list-style-type: none"> <li>• <b>Research for and Preparation of Draft 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, Secondary and Primary Data Collection and Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO1, CLO2, CLO4, CLO5, CLO6
13	<ul style="list-style-type: none"> <li>• <b>Research for and Feedback on Draft 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 Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO2, CLO4, CLO5, CLO6
14	<ul style="list-style-type: none"> <li>• <b>Research for and Feedback on Draft 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 Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO2, CLO4, CLO5, CLO6
15	<ul style="list-style-type: none"> <li>• <b>Research for and Feedback on Draft 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 Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defence	CLO2, CLO5, CLO6

<b>16</b>	<ul style="list-style-type: none"> <li>• <b>Submission of the Final Internship Report</b></li> </ul>	Discussions with Faculty Supervisors, Report Writing	Internship Report and Defence	CLO2, CLO5, CLO6
<b>17</b>	<ul style="list-style-type: none"> <li>• <b>Defence / Presentation of Internship Report and Revisions</b> (if necessary)</li> </ul>	Discussions with Faculty Supervisors, Defence / Presentation	Internship Report and Defence	CLO2, CLO5, CLO6
<b>18</b>	<ul style="list-style-type: none"> <li>• <b>Revisions</b> (if necessary)</li> <li>• <b>Grade Assignment</b></li> </ul>	Discussions with Faculty Supervisors, Report Revision	Internship Report and Defence	CLO2, CLO3, CLO5, CLO6

## **ENT651 Business Development for New Enterprises**

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

<b>Course Code:</b>	ENT651
<b>Course Title:</b>	Business Development for New Enterprises
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category</b>	Mandatory elective course in the MBA Program
<b>Type</b>	Mandatory for Concentration in Entrepreneurship
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

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

This course aims to provide clinical understanding of Business development best practices in the field of a new enterprise across traditional and disruptive start-ups, corporate business development, and tech venture assignments. The course stresses the understanding of the new venture and business development market and developing skills in assessing company needs, writing proposals, and conducting focused business research projects.

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

For any new venture across any industry, business development plays an essential role in making a business successful. A graduate school graduate with concentration in Entrepreneurship needs to understand the process orientation of product development according to the market needs, navigating the market with tools on business development and sales volume sustenance. The class needs to know how to recruit and delight consumers, use business development tactics in mentioned contexts in the description, manage the entrepreneurial selling process, measure progress, and use the essential tools needed for success in a new enterprise.

### **D. Course Objective:**

The major objectives of this course are to:

1. Familiarize entrepreneurs with the significance of the business development process and prospects.
2. Facilitate future and current new enterprise leaders to learn and master the methods of navigating a market through research methods.
3. Equip with industry best practices/ Cases to utilize gained insights to make meaningful products with product development process.
4. Build on the understanding of the skills and knowledge of introducing and integrating a new product/enterprise into the marketplace.
5. Demonstrate how to navigate and accommodate external - internal factors to create and execute business developments plans for short, medium and long term.

#### E. Course Outcomes (COs):

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

SL.	CLO Description
<b>CLO1</b>	Elaborate the business development and B2B and B2C Sales process for New Enterprise Context
<b>CLO2</b>	Apply market research techniques for new enterprises for business development and Product development.
<b>CLO3</b>	Develop strategies for market offering/Product/Service that solves an existing problem in the market.
<b>CLO4</b>	Assess the business entry modes in depth for a new firm.
<b>CLO5</b>	Design business development, sales, and partnership plan crafting and managing execution for New Enterprises.

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

CLOs	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 specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:**

<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>Ice Breaking and Introduction</b></li> <li>● <b>New Enterprise and Business Development</b> <ul style="list-style-type: none"> <li>○ New Enterprise Across industries</li> <li>○ The scope and definition of a new Enterprise</li> <li>○ Business Development</li> <li>○ partnerships</li> <li>○ Sales - Distribution - Distribution Channels</li> </ul> </li> </ul>	Lecture and Guided Class Discussion	Assignment,  Quiz,  Midterm  Exam, Final  Exam	<b>CLO1</b>
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Assessing the Market</b> <ul style="list-style-type: none"> <li>○ What is a market?</li> <li>○ Choosing a market for the new venture</li> <li>○ Tool box for navigating the market</li> <li>○ PESTEL- SWOT</li> <li>○ The world as one market - UBER, Airbnb- E entertainment</li> </ul> </li> </ul>	Lecture and Case Study	Homework,  Quiz,  Midterm  Exam, Final  Exam	<b>CLO2</b>
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Research for New Enterprise</b> <ul style="list-style-type: none"> <li>○ Who exactly is the product for?</li> <li>○ Consumer profiling</li> <li>○ Mix method data collection</li> <li>○ Consumer market Size</li> <li>○ What generations of consumers do you want to serve?</li> <li>○ ZEN Z! The tough crowd.</li> </ul> </li> </ul>	Lecture and  Case Study: Grameenphone: Skito and Djuice	Homework,  Quiz,  Midterm  Exam, Final  Exam	<b>CLO2</b>
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Marketplace Research for New Enterprise</b> <ul style="list-style-type: none"> <li>○ What to measure</li> <li>○ Designing the research</li> <li>○ data collection and interpretation</li> <li>○ Existing similar projects</li> </ul> </li> </ul>	Lecture and Industry Expert Collaboration	Homework,  Quiz,  Midterm  Exam, Final	<b>CLO2</b>  <b>CLO3</b>

	<ul style="list-style-type: none"> <li>○ Industry Experts</li> <li>○ Outsourcing research</li> </ul>		Exam	
5	<ul style="list-style-type: none"> <li>● <b>Building the Product</b> <ul style="list-style-type: none"> <li>○ Product development</li> <li>○ Testing the product</li> <li>○ The MVP</li> <li>○ Deciding whether the product is market ready</li> </ul> </li> </ul>	Case Studies: Fruit Ninja, Pathao, Bkash	Homework, Quiz, Midterm Exam, Final Exam	CLO2 CLO3
6	<ul style="list-style-type: none"> <li>● <b>Launching the Product</b> <ul style="list-style-type: none"> <li>○ Launching Marketing strategy</li> <li>○ Brand or a product</li> <li>○ Sales Channel selection</li> <li>○ Communication channel selection</li> <li>○ Channel partner Incentive</li> <li>○ Early adaptors incentive</li> <li>○ Feedback collection and PIVOT-Modify</li> </ul> </li> </ul>	Classic Case: Apple Macintosh  Contemporary: North End	Homework, Quiz, Midterm Exam, Final Exam	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Continuation of Previous Chapter</b></li> <li>● <b>Review</b></li> <li>● <b>Mid-Term</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Entry Modes in the Context of New Enterprises</b> <ul style="list-style-type: none"> <li>○ Exporting.</li> <li>○ Licensing</li> <li>○ Franchising. ...</li> <li>○ Joint Ventures. ...</li> <li>○ Strategic Acquisitions. ...</li> <li>○ Foreign Direct Investment.</li> </ul> </li> <li><b>Domestic Market Entry and the World as One Market</b></li> </ul>	Lecture and Documentary and Case Studies	Homework, Quiz, Final Exam	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Sales in Consumer Market</b> <ul style="list-style-type: none"> <li>○ In store brand presence</li> <li>○ Out of Home Brand Presence</li> <li>○ Retail Experience</li> <li>○ Co retailing for new enterprise</li> <li>○ OMNI Channel retailing for New Enterprising.</li> </ul> </li> </ul>	Lecture	Homework, Quiz, Final Exam	CLO4 CLO5



10	<ul style="list-style-type: none"> <li>● <b>Sales Strategy and in Business Market</b> <ul style="list-style-type: none"> <li>○ Social Capital</li> <li>○ Navigating the B2B Market</li> <li>○ Principles of B2B Sales</li> <li>○ Approaching Sales and building partnership</li> </ul> </li> </ul>	Lecture and Guided Discussion Industry Expert	Homework, Quiz, Final Exam	CLO5
11	<ul style="list-style-type: none"> <li>● <b>Partnership as a Sustainable tool for Business Development</b> <ul style="list-style-type: none"> <li>○ Social Business</li> <li>○ The Development Sector/NGO/ Social Business Model</li> <li>○ CASE: BRAC</li> </ul> </li> </ul>	CASE: BRAC - Vision Springs	Homework, Quiz, Final Exam	CLO5
12	<ul style="list-style-type: none"> <li>● <b>Sales Management and Distribution</b> <ul style="list-style-type: none"> <li>○ Distribution Channel length</li> <li>○ channel partner conflict</li> <li>○ Managing channel partner conflict</li> <li>○ levelling channel partner's local knowledge</li> </ul> </li> </ul>	Lecture	Homework, Quiz, Final Exam	CLO5
13	<ul style="list-style-type: none"> <li>● <b>Scalability and Replicability of the New Venture</b> <ul style="list-style-type: none"> <li>○ The business development model</li> <li>○ Scalability</li> <li>○ Replicability</li> <li>○ Sustainability</li> <li>○ Local Cultural Integration and accommodation while scaling</li> </ul> </li> </ul>	Case Study: Health Intervention for Urban Slum Dwellers	Homework, Quiz, Final Exam	CLO5 CLO3
14	<ul style="list-style-type: none"> <li>● <b>Presentations</b></li> </ul> <p>The class learns as a community from the teams collaborating with real new enterprises and analyzing their Business Development process and gather actionable insights.</p>	Community learning	Through Concept Checking Survey	CLO3 CLO4 CLO5

## **ENT653 Environment of Business, Innovation and Disruption**

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

<b>Course Code:</b>	ENT653
<b>Course Title:</b>	Environment of Business, Innovation and Disruption
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Entrepreneurship
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

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

The macroeconomic environment in which business operates is rapidly changing and it is high time for students to know how the business can survive and thrive in the competitive milieu after the pandemic and other global crisis. It is observed that only those companies are ahead of others who have an entrepreneurial and innovative mindset while they operate their day-to-day activities. In this course, we will look at both micro and macro environmental outcomes that are directly impacting the business organizations medium, small to micro-organizations. It will help the students to prepare with various types of analysis and get ready to have a flawless plan to combat global and local crises. Students will also be able to focus on company resources and capabilities that cater to the need to plan innovatively to meet the demand of the entrepreneurial and digital era of the 21st-century.

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

This course will enhance graduates' acumen in three areas together (Environment of Business, Innovation and Disruption) and is a blend of the three most demanding knowledge in a single course. This course will also enlighten them with the latest examples with multiple case studies so they can have a solid background on how they need to prepare before entering into the workforce. Their critical thinking and analytical abilities, knowledge, skills and abilities will be increased in this course on a broader scale. If they want to be an entrepreneur after their graduation, this course will also help them with proper guidelines.

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

The major objectives of this course are to:

1. Assess internal and external environment in the Global and local (Bangladesh) context in details.
2. Recognize the implications of company resources, new capabilities, digitalization, availing missed opportunities and differentiate themselves from competitors

3. Demonstrate the need of innovation, entrepreneurial mindset, start up, accelerator programs, innovative design for products and services
4. Introduce digital transformation (DX), digital literacy, data analytics, digital marketing, Blockchain for business so students stay updated and get prepared to be ready to meet future demand

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

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

SL.	CLO Description
<b>CLO1</b>	Discuss the latest global market mechanism that will help them to be future ready and do better in their job
<b>CLO2</b>	Apply the importance of aligning company resources, technology and capabilities with market opportunities and challenges
<b>CLO3</b>	Analyze the micro and macro-economic business environment to develop strategies in complex business environment
<b>CLO4</b>	Recognize innovative decisions companies are taking by their entrepreneurship zeal
<b>CLO5</b>	Identify the digital transformation and the use of digitalization to stay ahead than the competitors.

**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 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>Business organizations: External environment</b> <ul style="list-style-type: none"> <li>○ Macro environmental elements and their analysis</li> <li>○ PESTEL analysis</li> <li>○ Cultural adaptation and grabbing new opportunities, Geert Hofstede's cultural index analysis</li> <li>○ Other theories and case study</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1, 03, 05
2	<ul style="list-style-type: none"> <li>● <b>Business organizations: Internal environment</b> <ul style="list-style-type: none"> <li>○ Micro environmental elements and their analysis</li> <li>○ SWOT analysis, situation analysis and identifying the market opportunity</li> <li>○ Understanding consumer mindset, demographic analysis, consumer data analytics, buyer behavior</li> <li>○ Case studies</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Company resources and capabilities</b> <ul style="list-style-type: none"> <li>● Dealing with limited resources and achieving efficiency</li> <li>● Adopting new resources and utilize them fully</li> <li>● Capacity building and training for the staffs to stay ahead</li> <li>● Case study</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Differentiate or die</b> <ul style="list-style-type: none"> <li>○ Dealing with competition and game plan to stay ahead</li> <li>○ Process, product and service differentiation, branding,</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem	Homework, Midterm Exam, Final Exam, Group	CLO3, CLO4

	marketing management, marketing engineering ○ <i>Case study</i>	Solving Exercises	Project, In- class Exercises	
5	<ul style="list-style-type: none"> <li>● <b>Entrepreneurship and innovation</b> <ul style="list-style-type: none"> <li>● Need for entrepreneurial drive and innovation by a company or person</li> <li>● Intrapreneurship, business acceleration, start up and lean start up</li> <li>● Case study</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Design thinking and NPV</b> <ul style="list-style-type: none"> <li>○ Basics of design thinking, NPV</li> <li>○ Growth Hacks and business model canvass: The Strategyzer approach</li> <li>○ Refine/ redefine startup business plan, Financial analysis, growth analysis, Marketing plan and analysis, pricing, sourcing, supply chain, export market readiness,</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In- class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
7	● <b>Review and Mid-Term</b>			
8	<ul style="list-style-type: none"> <li>● <b>Financial and venture capital management</b> <ul style="list-style-type: none"> <li>○ <i>Funding and venture capital</i></li> <li>○ <i>Loans for business and support services from financial and nonfinancial organization</i></li> <li>○ <i>Women Banking and its need</i></li> <li>○ <i>Women entrepreneurship</i></li> <li>○ <i>Real case study</i></li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Grabbing skills to be the leader</b> <ul style="list-style-type: none"> <li>○ <i>Life, soft, tech and business skills</i></li> <li>○ <i>Leadership and negotiation</i></li> <li>○ <i>Networking to get customer</i></li> <li>○ <i>Pitching and digital skills</i></li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Final Exam, Group Project	CLO3, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Digital Transformation and disruption</b> <ul style="list-style-type: none"> <li>○ <i>Digital literacy for employees</i></li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final	CLO5, CLO6

	<ul style="list-style-type: none"> <li>○ <i>Digital Transformation for overall company</i></li> <li>○ <i>Digital innovation to stay ahead</i></li> <li>○ <i>Digital entrepreneurship</i></li> </ul>		Exam, Group Project	
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Blockchain for business</b> <ul style="list-style-type: none"> <li>○ Blockchain basics</li> <li>○ Blockchain for business</li> <li>○ Blockchain for govt sector</li> <li>○ Blockchain for the private sector</li> <li>○ Case study</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO6
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Data analytics</b> <ul style="list-style-type: none"> <li>○ Power of data</li> <li>○ Data analytics</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO7
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Data analytics</b> <ul style="list-style-type: none"> <li>○ Use of Power BI, Tableau, Hootsuite, salesforce, canva, prezi, other Google and Facebook analytics</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO7
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Summary and wrap up</b> <ul style="list-style-type: none"> <li>○ Case study (innovation, entrepreneurship, disruption)</li> <li>○ Project presentation and discussion</li> </ul> </li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO5

## ENT654 Small Business Management

### A. Course General Information:

<b>Course Code:</b>	ENT654
<b>Course Title:</b>	Small Business Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Entrepreneurship
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics

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

This course provides an exploration into the fundamentals of effective small business management. Topics such as growth, advertising, financial analysis, budgeting, purchasing, inventory management, and financial control are also covered. This course also looks at some of the special issues facing small business owners and managers: technology, crime, risk management, family business, ethics, and the global marketplace.

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

This intermediate-level concentration/specialization course is optional for learners with a major or minor in entrepreneurship. Any MBA learner with a major/minor in Entrepreneurship may intend to gain advanced knowledge on management strategies for small businesses. To make prudent decisions at the management level, one must be aware of the importance of planning, funding, marketing, hiring, and recordkeeping in small businesses. 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. Attain necessary knowledge and skills related to small businesses required for organizing and carrying out cardinal business functions
2. Conduct industry profile and marketing research using Internet resources in order to develop a marketing plan for a small business
3. Recognize the best resources in order to manage an enterprise as an entrepreneur and develop cost and revenue projections that are utilized in constructing projected financial statements
4. Demonstrate how to construct 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:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Describe the opportunities, rewards, business environment, entrepreneurial characteristics, and the sources for small business ideas
<b>CLO2</b>	Identify the various paths to small business entry and explain the importance of business planning
<b>CLO3</b>	Assess marketing issues for small businesses

<b>CLO4</b>	Evaluate financial issues and risk management for small businesses
<b>CLO5</b>	Recognize the legal issues, human resource considerations, small firm life cycle, and success factors for small businesses

**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>PLO9</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>Entrepreneurs and Ideas: The Basis of Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business: Its Opportunities and Rewards</li> <li>○ Small Business Environment: Managing External Relations</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Entrepreneurs and Ideas: The Basis of Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business Entrepreneurs: Characteristics and Competencies</li> <li>○ Small Business Ideas: Creativity, Opportunity, and Feasibility</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO1
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Small Business Paths and Plans</b> <ul style="list-style-type: none"> <li>○ Small Business Entry: Paths to Part-Time Entrepreneurship</li> <li>○ Small Business Entry: Paths to Full-Time Entrepreneurship</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO2



4	<ul style="list-style-type: none"> <li>● <b>Small Business Paths and Plans</b> <ul style="list-style-type: none"> <li>○ Small Business Strategies: Imitation with a Twist</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz, Group Project	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Small Business Paths and Plans</b> <ul style="list-style-type: none"> <li>○ Business Plans: Seeing Audiences and Your Business Clearly</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz, Group Project	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Marketing in the Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business Marketing: Product and Pricing Strategies</li> <li>○ Small Business Promotion: Capturing the Eyes of Your Market</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Continuation of previous chapter</b></li> <li>● <b>Review</b></li> <li>● <b>Mid-Term Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Marketing in the Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business Distribution and Location</li> <li>○ Marketing Plans: Saying How You'll Get Sales</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Cash, Accounting, and Finance in the Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business Accounting: Projecting and Evaluating Performance</li> <li>○ Cash: Lifeblood of the Business</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Final Exam, Group Project	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Cash, Accounting, and Finance in the Small Business</b> <ul style="list-style-type: none"> <li>○ Small Business Finance: Using Equity, Debt, and Gifts</li> <li>○ Assets: Inventory and Operations Management</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project, In-class Exercises	CLO4
11	<ul style="list-style-type: none"> <li>● <b>Cash, Accounting, and Finance in the Small Business</b></li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO4

	<ul style="list-style-type: none"> <li>○ Small Business Protection: Risk Management and Insurance</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Management and Organization in the Small Business</b> <ul style="list-style-type: none"> <li>○ Legal Issues: Recognizing Your Small Business Needs</li> <li>○ Human Resource Management: Small Business Considerations</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Management and Organization in the Small Business</b> <ul style="list-style-type: none"> <li>○ Achieving Success in the Small Business</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Presentation of Group Projects</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	CLO3, CLO4, CLO5

## ENT655 Social Entrepreneurship

### A. Course General Information:

<b>Course Code:</b>	ENT655
<b>Course Title:</b>	Social Entrepreneurship
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Entrepreneurship
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This is a collaborative, cross-institution course in social entrepreneurship, in which student teams 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 key focus 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.

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

This graduate-level concentration/specialization course is required for learners with a major or minor in entrepreneurship. All MBA learners with a major in Entrepreneurship are expected to gain advanced knowledge in entrepreneurial skills. The course will help students to develop a complete Why/What/How proposal for leading a successful organizational change initiative for an “entrepreneurial” change effort at an organization of any size, in any sector. This course will allow students to learn how innovative sustainable businesses can also solve social and environmental problems. 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. Equip students with necessary theories, processes and practices of social entrepreneurship and its potential to be a social change agent.
2. Discuss the characteristics of a successful social enterprise and engage various stakeholders in this process of transformation.
3. Build understanding on various entrepreneurial skills to identify the potential challenges and opportunities in the business environment.
4. Apply knowledge to critically analyze an organization’s strategies, opportunities and strengths and at the same time evaluate the weaknesses and barriers to its goal.
5. Demonstrate the role of a social enterprise in formulating creative strategies to respond to various social needs like poverty, hunger, education, global warming, equality, discrimination etc.

### **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 concepts, theories and ideas of various social entrepreneurship models and its potential to be a social change agent.
<b>CLO2</b>	Evaluate the characteristics of a successful social enterprise and involve different key players in the change process for creating a sustainable organization.
<b>CLO3</b>	Identify various entrepreneurial skills to identify the potential opportunities and threats involved in the business environment.
<b>CLO4</b>	Assess critically how a social enterprise uses its strategies, opportunities and strengths and weaknesses and barriers to recognize its goal.

<b>CLO5</b>	Recognize the role of a social enterprise in formulating innovative and ethical strategies to respond to various social needs like poverty, hunger, education, global warming, equality, discrimination 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	PLO9
<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>Background, Characteristics and Contexts of Social Entrepreneurship</b> <ul style="list-style-type: none"> <li>Introduction</li> <li>The role of social entrepreneurship in societies, economies and politics</li> <li>Concepts and typologies of social entrepreneurship</li> <li>Social Enterprise</li> </ul> </li> </ul>	Discussion, Lecture, Video	Quiz, Activity, Midterm Exam, Final Exam	CLO1, CLO2
<b>2</b>	<ul style="list-style-type: none"> <li><b>Social Entrepreneurship, Definitions, Drivers, and Challenges</b></li> </ul>	Discussion, Lecture,	Quiz, Activity, Midterm	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ Social Entrepreneurship defined</li> <li>○ What social entrepreneurship is not</li> <li>○ Not a synonym for social business</li> <li>○ Not a new form of corporate social entrepreneurship</li> <li>○ The size and scope of the field of social entrepreneurship</li> </ul>	Video	Exam, Final Exam	
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Human Resource Management and their Volunteer Motivation</b></li> <li>○ Personnel work in social enterprise</li> <li>○ Motivation of volunteers</li> <li>○ Volunteer to serve: The Altruism debate</li> <li>○ Theories of Altruism</li> <li>○ Motives of Altruism</li> <li>○ Volunteer to meet the own need: The Egoism debate</li> <li>○ Theories of Egoism</li> <li>○ Motives of Egoism</li> </ul>	Lecture	Quiz, Midterm Exam and Final Exam	CLO1
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Collaborations and Partnerships</b></li> <li>○ Reasons for crafting collaborations</li> <li>○ Different Collaboration Partners</li> <li>○ Collaborating with the Private sector</li> <li>○ Collaborating with the public sector</li> <li>○ Designing a collaboration</li> <li>○ Different dimensions of collaborative value chain integration</li> <li>○ Potential risk and challenges</li> </ul>	Lecture	Quiz, Midterm Exam and Final Exam	CLO1

5	<ul style="list-style-type: none"> <li>● <b>Business Models in Social Entrepreneurship</b></li> <li>○ Opportunities for social entrepreneurs</li> <li>○ Examples: how social entrepreneurs translate problems into opportunities</li> <li>○ Distinct features of social entrepreneurship business models</li> <li>○ Empowerment of beneficiaries</li> <li>○ Co-creation</li> <li>○ Price-Differentiation and Cross-Subsidization</li> <li>○ Replication and Scaling Up</li> </ul>	Interactive Discussion and Group Work, Lecture	Assignment, Quiz, Midterm Exam Final Exam and Term Project	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Selling Good: The big picture for marketing for social enterprise</b></li> <li>○ Why is marketing important for social enterprise?</li> <li>○ Peculiarities concerning marketing for social enterprise</li> <li>○ Elaborating a marketing concept</li> <li>○ The elements of marketing conception <ul style="list-style-type: none"> <li>▪ <b>Market Analysis</b></li> <li>▪ <b>Marketing Goals</b></li> <li>▪ <b>Competitive Strategy</b></li> <li>▪ <b>Measures-Planning and Implementation</b></li> <li>▪ <b>Procurement-Fund raising</b></li> <li>▪ <b>Sales marketing to beneficiaries</b></li> <li>▪ <b>Controlling</b></li> </ul> </li> </ul>	Interactive Discussion and Group Work, Lecture	Assignment, Quiz, Midterm Exam Final Exam and Term Project	CLO3, 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>Financing Social Entrepreneurship</b> <ul style="list-style-type: none"> <li>○ Financing instruments</li> <li>○ Donations</li> <li>○ Equity capital</li> <li>○ Debt capital</li> <li>○ Financial Institutions</li> <li>○ Social investment Advisors</li> <li>○ Social Investment Funds</li> </ul> </li> </ul>	Lecture, Discussion, Case Study	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Performance Measurement and Social Entrepreneurship</b> <ul style="list-style-type: none"> <li>○ Why is accountability in social entrepreneurship crucial?</li> <li>○ Impact measurement</li> <li>○ Measuring outputs and outcomes</li> <li>○ Approaches to measuring social impact</li> <li>○ Techniques involved</li> <li>○ Issues in measuring the performance of social enterprises</li> </ul> </li> </ul>	Lecture, Discussion, Case Study	Assignment, Quiz, Final Exam, and Term Project	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Strategies for Scaling in Social Entrepreneurship</b> <ul style="list-style-type: none"> <li>○ Theory in scaling</li> <li>○ Prerequisites</li> <li>○ Scaling strategies</li> <li>○ Dissemination</li> <li>○ Affiliation</li> <li>○ Social Franchising</li> <li>○ Branching</li> </ul> </li> </ul>	Guest Lecturer to Explain the Funding Process	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Choosing the right scaling strategy</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Strategies for Scaling Social Entrepreneurship</b></li> <li>○ Scalability from the perspective of investors</li> <li>○ Implications of scaling: Barriers and solutions</li> <li>○ Financing</li> <li>○ Internal financing</li> <li>○ External financing</li> <li>○ Human resource</li> <li>○ Quality control and management</li> <li>○ Difficulties concerning quality management</li> <li>○ Approaches to ensure quality</li> </ul>	Lecture, Interactive Discussion, Presentation of Ideas	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4, CLO5
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Social Entrepreneurship in the Market System</b></li> <li>○ The function of social entrepreneurship in the market system</li> <li>○ The socio-Institutional context of social entrepreneurship</li> <li>○ The legitimacy of social enterprises</li> <li>○ The scope of social enterprises in the market economy</li> </ul>	Lecture, Interactive Discussion, Presentation of Ideas	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4, CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>The Impact of Social Entrepreneurship in societies</b></li> <li>○ A societal perspective on impact</li> <li>○ Static impact and social entrepreneurship</li> <li>○ Social Entrepreneurship as a second-best solution in terms of static impact</li> </ul>	Lecture	Term Project and Final Exam	CLO4 and CLO5



	○ Dynamic impact and Social entrepreneurship			
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Social Ventures Plan Presentations</b></li> <li>● <b>Review</b></li> </ul>	Group Presentation by students	Group Work	CLO1, CLO5

## ENT656 Entrepreneurial Finance

### A. Course General Information:

<b>Course Code:</b>	ENT656
<b>Course Title:</b>	Entrepreneurial Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective for concentration in Entrepreneurship
<b>Prerequisites:</b>	BUS526 Financial System and Managerial Finance and BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course focuses on the overview of the venture capital industry; the organization and operation of venture capital funds; investment methodology; monitoring and portfolio liquidation; leveraged investing; and specialized investments. It explores entrepreneurial finance issues from the perspective of both the owner/manager and the professional investor (i.e. business angel or venture capital/private equity).

### C. Rationale of the Course:

Entrepreneurial finance aims at providing students with profound understanding of financial activities in a new venture setting. The content of this course will demonstrate students the application of financial and economic theories in various start-up decision making, ranging from funding to capital budgeting decisions. New ventures are usually heavily constrained by limited resources and high levels of uncertainty, which make entrepreneurial financial management a very important discipline. Students will be highly benefited from learning about financial forecasting, tools to assess current performance and start-up company valuation etc.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Discuss the ethics, managerial and fundamentals of new venture financial management.
2. Demonstrate the application of financial theories in financial management decision making process.
3. Explain the process of valuation and working capital management of new ventures.
4. Discuss the capital budgeting techniques for new project using the weighted average cost of capital.
5. Introduce students with risk management tools used in a start-up setting.

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

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

SL.	CLO Description
<b>CLO1</b>	Evaluate different types of funding sources available for start-ups based on their cost of fund and the financial performances.
<b>CLO2</b>	Explain the financial attributes angel investors seek from a new venture.
<b>CLO3</b>	Illustrate risk management strategies to eliminate or minimize risk faced by new ventures at different stages of their life.
<b>CLO4</b>	Apply various financial forecasting and budgeting techniques in different start-up context
<b>CLO5</b>	Appraise new venture projects using appropriate discount rate.

**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 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>● <b>Overview</b> <ul style="list-style-type: none"> <li>○ Introduction to the course</li> <li>○ Concept of Entrepreneurial finance</li> <li>○ The entrepreneurial environment</li> <li>○ External and internal environmental elements</li> <li>○ Entrepreneurial process</li> <li>○ Financing through venture life cycle</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Case	CLO1
2	<b>Organizing and Financing new venture</b> <ul style="list-style-type: none"> <li>○ Forms of business organization</li> <li>○ Choosing the form of organization</li> <li>○ Seed, start-up and first round financing sources</li> <li>○ Financial bootstrapping</li> <li>○ Business Angel funding</li> </ul>	Lecture, Notes, Discussions	Homework Quiz	CLO1
3	<b>Measuring financial performance</b> <ul style="list-style-type: none"> <li>○ Business asset, liabilities and equities</li> <li>○ Financial Statements</li> <li>○ Operating Break-even analysis</li> <li>○ Ratio analysis</li> <li>○ Conversion period ratios</li> <li>○ Industry comparable ratio analysis</li> </ul>	Lecture, Notes, Discussions		CLO1

<b>4</b>	<b>Financial Planning: short term, Long term</b> <ul style="list-style-type: none"> <li>○ Financial planning throughout the venture's life cycle</li> <li>○ Short term cash planning tools</li> <li>○ Systematic forecasting</li> <li>○ Estimating sustainable sales growth rate</li> <li>○ Forecasting sales</li> <li>○ Projected income statement</li> <li>○ Projected Balance Sheet</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Using Excel	Group Work, In-class Exercises	CLO4
<b>5</b>	<b>Types and cost of Financial Cost</b> <ul style="list-style-type: none"> <li>○ Implicit and explicit financial capital cost</li> <li>○ Determining cost of debt capital</li> <li>○ Estimating cost of equity capital</li> <li>○ Sources and cost of equity venture capital</li> <li>○ Weighted average cost of capital</li> </ul>	Lecture, Notes, Discussions  Quiz	Group Work	CLO1
<b>6</b>	<b>Valuing early-stage ventures</b> <ul style="list-style-type: none"> <li>○ Basics mechanics of valuation</li> <li>○ Required vs. surplus cash</li> <li>○ Developing projected financial statement for DCF valuation</li> <li>○ Accounting vs. equity valuation cash flow</li> </ul> <b>Venture capital valuation model</b> <ul style="list-style-type: none"> <li>○ Basic cash flow-based equity valuation</li> <li>○ Basic venture capital valuation methods</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises		CLO5
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Exam</b></li> </ul>			

<b>8</b>	<b>Venture Capital Valuation Method</b> <i>(Continued)</i> <ul style="list-style-type: none"> <li>○ Earning multipliers and discounted dividends</li> <li>○ Adjusting VCSCs for multiple round</li> </ul>	Lecture, Notes, Discussions, In-class Exercise	Group Project Guideline Discussion, Homework	CLO5
<b>9</b>	<b>Professional Venture capital</b> <ul style="list-style-type: none"> <li>○ Historical traits of personal venture capital</li> <li>○ Professional venture investment cycle</li> <li>○ Determining fund objectives and policies</li> </ul>	Lecture, Notes, Discussions	Homework  Group Project	CLO3, CLO5
<b>10</b>	<b>Other Financing alternatives</b> <ul style="list-style-type: none"> <li>○ Facilitators, consultants and intermediaries</li> <li>○ Commercial and venture bank lending</li> <li>○ Other government financing alternatives in Bangladesh</li> <li>○ Mortgage lending</li> <li>○ Traditional and venture leasing</li> <li>○ Direct public offer</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Individual Assignment, Quiz	CLO1
<b>11</b>	<b>Security structure and Determining Enterprise value</b> <ul style="list-style-type: none"> <li>○ Common stock or common equity</li> <li>○ Preferred stock or preferred equity</li> <li>○ Convertible preferred</li> <li>○ Conversion value protection</li> <li>○ Conversion price formula</li> <li>○ Market price formula</li> <li>○ Convertible debt</li> </ul>	Lecture, Notes, Discussions  Case Study	Homework submission	CLO3, CLO4

<b>12</b>	<b>Harvesting the business venture Investment</b> <ul style="list-style-type: none"> <li>○ Planning an exit strategy</li> <li>○ Valuation of equity or enterprise</li> <li>○ Systematic liquidation</li> <li>○ Outright sale</li> <li>○ Going public</li> <li>○ Post IPO trading</li> </ul>	Lecture, Notes, Discussions  Case Study	Case Study Discussion  Assignment Submission	CLO2, CLO3
<b>13</b>	<b>Financial troubled Ventures</b> <ul style="list-style-type: none"> <li>○ Financial Distress</li> <li>○ Resolving financial distress situations</li> <li>○ Private workout</li> <li>○ Bankruptcy liquidation</li> </ul>	Lecture, Notes, Discussions,	Group Project Presentation	CLO2, CLO3
<b>14</b>	<b>Overview of Venture capital industry in Bangladesh</b> <ul style="list-style-type: none"> <li>• Review of final exam</li> </ul>	Guest Lecturer, class discussion	Final Exam	CLO1

## ENT657 Innovation Management and Entrepreneurial Marketing

### A. Course General Information:

<b>Course Code:</b>	ENT657
<b>Course Title:</b>	Innovation Management and Entrepreneurial Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Entrepreneurship
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This core module addresses three parts: first, theories of technology innovation in emerging markets, strategies to sustain innovation and how to capture value. Second, how to think entrepreneurially, building organizational capabilities and business models. Third, how to finance a new venture, and the financial implications of various business decisions. Through this module students will be empowered to present their own venture to external stakeholders more effectively.

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

This graduate-level concentration/specialization course is required for learners with a major or minor in Entrepreneurship. All MBA learners with a major in Entrepreneurship are expected to gain advanced knowledge in entrepreneurial decision making in the fields of marketing - a major in the entrepreneurial 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. Discuss learners with the basics of marketing concepts in entrepreneurial settings.
2. Explain to learners the implications of entrepreneurship activities in local as well as global set-up.
3. Describe to learners the purpose, underlying assumptions, mechanics and applications of the modern entrepreneurial practices.
4. Acquaint learners with practices and strategies taken by the real-life entrepreneurs over the years.
5. Familiarize learners with alternative tactics of new world problems as they develop a marketing plan.

#### **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 steps in the business ideation process that help shape the entrepreneurial ecosystem.
<b>CLO2</b>	Explain the challenges of creating new business in the 21 <sup>st</sup> century and analyze the entrepreneurs' perspectives in an evolutionary manner.
<b>CLO3</b>	Demonstrate digital literacies by gathering viable information needed to overcome challenges encountered in the planning process for new product/service/
<b>CLO4</b>	Design and develop a feasible and functional marketing strategy for a start-up or a new product/service to ensure a firm establishment.
<b>CLO5</b>	Differentiate between local and global strategies undertaken by entrepreneurial marketers.

<b>CLO6</b>	Apply critical thinking and analytical skills in evaluating marketing theories, models and proposed plans to synthesize and use knowledge effectively to explain the entrepreneurial sector.
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**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>	✓								
<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>● Introductions</b> <ul style="list-style-type: none"> <li>○ Evolution and scope of Entrepreneurial Marketing</li> <li>○ Marketing definition</li> <li>○ Entrepreneurship definition</li> <li>○ Importance of Entrepreneurship and marketing interface</li> <li>○ Entrepreneurial marketing concepts</li> <li>○ Elements of the marketing mix</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>● Customer and competitor analysis</b> <ul style="list-style-type: none"> <li>○ Porter's five forces</li> <li>○ SWOT analysis</li> <li>○ Understanding value creation for customers</li> <li>○ Customer Purchase decision</li> <li>○ Consumer Buying Behavior and Social Enterprise</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2



3	<ul style="list-style-type: none"> <li>● <b>Foundations of Marketing Decision Making</b> <ul style="list-style-type: none"> <li>○ Five forces (CREST) in entrepreneurial marketing environment</li> <li>○ Opportunity assessment plan</li> <li>○ Market research for successful entrepreneurial marketing</li> <li>○ Stage-Gate process</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial Market Identification</b> <ul style="list-style-type: none"> <li>○ B2C (business-to-Consumer) marketing</li> <li>○ Stages in the buying process</li> <li>○ The diffusion processes</li> <li>○ Adoption process</li> <li>○ The product life-cycle</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial Market Identification</b> <ul style="list-style-type: none"> <li>○ B2G (Business-to-government) marketing</li> <li>○ B2B (Business-to-business) Marketing</li> <li>○ Key decision maker</li> <li>○ Industrial advertising</li> <li>○ industrial promotion</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial market segmentation</b> <ul style="list-style-type: none"> <li>○ consumer, industrial and government markets</li> <li>○ market segmentation techniques</li> <li>○ Industry and competitive analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Contd.</b></li> <li>● <b>Review</b></li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO1, CLO5
	● <b>Midterm examination</b>			
8	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial Products and services development</b> <ul style="list-style-type: none"> <li>○ Product definition</li> <li>○ Product planning and development process</li> <li>○ Types of new product/services</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Final Exam, Group Project	CLO3, CLO5

	<ul style="list-style-type: none"> <li>○ Product mix</li> <li>○ branding</li> <li>○ Packaging</li> <li>○ Labelling</li> <li>○ Benefits and costs of purchasing product/services</li> </ul>			
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial pricing strategy</b></li> <li>○ Fundamental aspects of pricing</li> <li>○ Methods and factors affecting pricing</li> <li>○ General pricing strategies</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO5, CLO6
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Entrepreneurial Distribution Strategy</b></li> <li>○ Distribution channel essentials</li> <li>○ Distribution channel Structures</li> <li>○ Distribution channel Conflicts</li> <li>○ Physical Distribution</li> <li>○ Online selling and e-commerce</li> <li>○ Franchising as a distribution option</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>Entrepreneurial Promotion Strategy</b></li> <li>○ Elements of the promotion mix</li> <li>○ Social media and digital technology</li> <li>○ Types of entrepreneurial marketing campaign</li> <li>○ Promotion budget</li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO7
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>International Entrepreneurial Marketing</b></li> <li>○ Definition of international entrepreneurial marketing</li> <li>○ international entrepreneurial marketing terminology</li> <li>○ Aspects of international trade</li> <li>○ An international entrepreneurial marketing program</li> <li>○ Market entry modes</li> <li>○ Communicating throughout the world</li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>The entrepreneurial marketing plans</b></li> <li>○ Marketing plan versus business plan</li> <li>○ Aspects of the marketing plan</li> <li>○ The marketing mixes</li> </ul>	Lecture, Notes, Discussions, Guest Lecture	Final Exam	CLO4

	<ul style="list-style-type: none"> <li>○ Entrepreneurial marketing financial projections: A global perspective</li> <li>○ Marketing Budget</li> </ul>			
<b>14</b>	<b>Ethical Issues in Entrepreneurial Marketing</b>  <b>Group Presentation and Review</b>	Lecture, Notes, Discussions, Presentation of (Group Project) and Feedback	Final Exam	CLO1

## **ENT666 Contemporary Issues in Entrepreneurship**

**Course Code and Title:** ENT666 Contemporary Issues in Entrepreneurship

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, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

## **FIN620 Corporate Financial Strategy**

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

<b>Course Code:</b>	FIN620
<b>Course Title:</b>	Corporate Financial Strategy
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Mandatory course for MBA program
<b>Type:</b>	Advanced Core Business
<b>Prerequisites:</b>	BUS526 Financial System and Managerial Finance
<b>Co-requisites:</b>	None

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

This course focuses on (advance) concepts of Financial Management and relevant corporate financial strategies. Special emphasis is given on integration of these concepts, strategies, and models into a total systems approach - for rewarding financial decision-making, in a global context. In addition to the most essential short- and long-term investment and financing decisions, the course emphasizes

strategic issues of financial planning, corporate valuation and restructuring, risk management, corporate governance, and ethics. Corporate Financial Strategy (Corporate Finance) is an (internal) focus on how companies invest in real assets and how they raise the funds to finance these investments.

**C. Rationale of the Course:**

FIN620 is an extension of BUS526 Financial System and Managerial Finance. It looks deeper and in details the Financial Management function of an organization. While BUS526 is a general course for (all/any) students/majors, Corporate Financial Strategy is an “internal” financial perspective of a company and its interactions with the (financial) markets. It should be a stepping stone for treasury management, IPOs, portfolio/asset management of a company and essential for students aspiring to become Financial Analysts and future CFOs.

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

The major objectives of this course are to:

1. demonstrate the process of financial decision-making based on managerial tools used in the modern global business.
2. illustrate the need for financial computations, analysis and interpretations with practical examples.
3. 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.
4. describe to students the concepts of required rate of return and cost of capital and their role and impact on financing and capital structure decisions.

**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 understanding of objectives of sound financial management; risk-return trade-off; financial analysis and planning; corporate valuation and restructuring; working capital management, capital budgeting, cost of capital, capital structure and dividend policy – in a multinational setting.
<b>CLO2</b>	Forecast financial statements and apply AFN formula for financial forecasting and planning.
<b>CLO3</b>	Appraise value of firms (using different financial models)
<b>CLO4</b>	Apply (advanced) capital budgeting techniques to evaluate investment decisions and cost of capital calculations to assess financing decisions - in a multinational setting.

<b>CLO5</b>	Identify, assess, and manage corporate financial risk.
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**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 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></li> <li>● <b>Foundation of Financial Management</b> <ul style="list-style-type: none"> <li>○ The Goal of the firm</li> <li>○ Why Study Finance?</li> <li>○ The Role of Financial Manager</li> <li>○ Legal forms of business organization</li> <li>○ Determinants of Intrinsic Values and stock price</li> <li>○ Finance and Multinational Firms</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Class Discussion	CLO1
<b>2</b>	<b>Financial Markets and Interest rate</b> <ul style="list-style-type: none"> <li>○ The movement of money through the economy</li> <li>○ Selling securities to the public</li> <li>○ Rate of return</li> </ul>	Lecture, Class Discussion  Case Study	Group work  Quiz-1	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ Interest rate determinants</li> <li>○ Estimating specific interest rate using risk premiums</li> <li>○ Real and nominal interest rate</li> </ul> <p><b>Understanding Financial Statements</b></p> <ul style="list-style-type: none"> <li>○ The income statement</li> <li>○ Balance Sheet</li> <li>○ Measuring cash flow</li> </ul>			
<b>3</b>	<p><b>Evaluating a firm's financial performance</b></p> <ul style="list-style-type: none"> <li>○ Measuring key financial relationships</li> <li>○ The limitations of ratio analysis</li> </ul> <p><b>The time value of Money</b></p> <ul style="list-style-type: none"> <li>○ Compound Interest, Future and Present value</li> <li>○ Annuities</li> <li>○ Uneven streams and perpetuity</li> </ul>	Lecture, Notes, Discussions,		CLO1, CLO2
<b>4</b>	<p><b>Risk and Return</b></p> <ul style="list-style-type: none"> <li>○ Expected Return</li> <li>○ Risk and Diversification</li> <li>○ Measuring Market risk</li> <li>○ Estimating Beta</li> <li>○ The required rate of Return concept</li> <li>○ Measuring the required rate of return</li> </ul>	Lecture, Notes, Discussions,	<p>Class Group Activity using annual report</p> <p>Term paper Guideline</p>	CLO1, CLO5
<b>5</b>	<p><b>Valuation and Characteristics of Bond</b></p> <ul style="list-style-type: none"> <li>○ Types of Bond</li> <li>○ Characteristics of Bond</li> <li>○ Valuation – the basic process</li> <li>○ Yield to maturity</li> <li>○ Bond Valuation</li> </ul>	Lecture, Notes, Discussions	<p>Class work</p> <p>Quiz-2</p>	CLO1

<b>6</b>	<b>Stock and Stock Valuation</b> <ul style="list-style-type: none"> <li>○ Types of Stocks</li> <li>○ Characteristics of common stock</li> <li>○ Characteristics of preferred stock</li> <li>○ Valuing common stock</li> <li>○ Calculating expected rate of return for preferred stock</li> <li>○ Calculating expected rate of return for common stock</li> </ul> <b>Short Term Financial Planning</b> <ul style="list-style-type: none"> <li>○ Sales forecast</li> <li>○ Forecasting Financial variables</li> <li>○ Percent of sales method for financial forecasting</li> <li>○ Limitation of percent of financial planning</li> <li>○ Budget functions</li> </ul>	Lecture, Notes, Discussions	Term Paper Submission	CLO1
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
<b>8</b>	<b>Working Capital Management</b> <ul style="list-style-type: none"> <li>○ Measuring current assets and liabilities</li> <li>○ Determining the appropriate level of working capital</li> <li>○ The cash conversion cycle</li> <li>○ Estimating the Cost of Short-Term Credit Using the Approximate Cost-of-Credit Formula</li> <li>○ Sources of short-term credit</li> <li>○ The cost of short-term credit</li> </ul>	Lecture, Notes, Discussions, In-class Exercise	In-class Exercise	CLO1

<b>9</b>	<b>The Cost of Capital</b> <ul style="list-style-type: none"> <li>○ Concept of cost of capital</li> <li>○ Cost of Debt</li> <li>○ Cost of Preferred stock</li> <li>○ Cost of common equity</li> <li>○ How flotation cost affect cost of capital</li> <li>○ The weighted average cost of Capital</li> <li>○ Estimating divisional cost of capital</li> </ul>	Lecture, Notes, Demonstration using Excel	Assignment Guideline	CLO1, CLO3
<b>10</b>	<b>Capital Budgeting</b> <ul style="list-style-type: none"> <li>○ Capital Budgeting decision criteria</li> <li>○ Payback period</li> <li>○ The net present value</li> <li>○ Profitability Index</li> <li>○ Internal rate of return</li> <li>○ Determining NPV of a project</li> <li>○ Determining IRR of a project</li> </ul>	Lecture, Notes, Discussions  Case Study	Class group work  Quiz-3	CLO4
<b>11</b>	<b>• Capital Budgeting</b> <ul style="list-style-type: none"> <li>○ Rationale of Capital Rationing</li> <li>○ Capital rationing and Project selection</li> <li>○ Ranking mutually exclusive project</li> </ul>	Lecture, Notes, Discussions		CLO4
<b>12</b>	<b>Determining Financing Mix</b> <ul style="list-style-type: none"> <li>○ Difference between business and financial risk</li> <li>○ Break even analysis</li> <li>○ Sourcing operating leverage</li> <li>○ Combining operating and Financial leverage</li> </ul>	Lecture, Notes, Discussions  Case Study	Class Activity	CLO1, CLO5
<b>13</b>	<b>Dividend policy and Internal financing</b> <ul style="list-style-type: none"> <li>○ Does dividend matter to stockholders?</li> </ul>	Guest Lecture  Case Study  “Three Steps to Alliance success”	Group Project Submission	CLO1, CLO5



	<ul style="list-style-type: none"> <li>○ Dividend decision in practice</li> <li>○ Stock dividend and stock splits</li> <li>○ Stock repurchase</li> </ul>			
<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		

## **FIN651 Financial Institutions Management**

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

<b>Course Code:</b>	FIN651
<b>Course Title:</b>	Financial Institutions Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

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

The course provides an analysis of the role of financial intermediaries in providing financial services to individuals, businesses and the government, and the framework for management of the modern-day financial institutions – the central banks, commercial and investment banks, insurance and finance companies, mutual and pension funds. The main focus of the course is on understanding the operations of these institutions and management of their performance - using the latest tools and techniques of asset, liability and risk management. Ethical and technological issues, affecting the global financial intermediation, are also emphasized.

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

This advanced finance course builds on the knowledge and skills developed in the prerequisite course, BUS526 Financial Systems and Managerial Finance. Learners are expected to have an advanced understanding of the management of financial institutions. The financial landscape has transformed since the global financial crisis of 2008–2009. Several large financial firms have failed in various countries around the world, and in some cases, their governments have stepped in to rescue them. Accordingly, the regulatory framework has been evolving to enable stronger responses and

strengthen financial institutions. Hence, this course prepares learners to deal with the issues and challenges in financial institutions, emphasizing risk management and performance monitoring tools and approaches.

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

The major objectives of this course are to:

1. Familiarize students with the role of financial institutions, their operations, regulations and management, with emphasis on applied perspectives.
2. Develop analytical and computational skills necessary to face the challenges of financial institutions management – using mathematical and statistical models, financial calculator, Excel and other software packages.
3. Develop their problem-solving and decision-making abilities for effective management of financial institutions, in an ethical manner, at both local and global context.

#### **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 the role of asymmetry of information and transaction costs for the existence of financial institutions.
<b>CLO2</b>	Demonstrate familiarity with various services offered by different types of financial institutions and their sources and uses of funds.
<b>CLO3</b>	Analyze performance of financial institutions, assess strengths and weaknesses and recommend specific actions for improvement.
<b>CLO4</b>	Apply relevant tools and techniques to identify, measure and manage various types of risks – capital/insolvency, liquidity, credit, interest rate, market, exchange rate., etc. – faced by different types of financial institutions.
<b>CLO5</b>	Describe various regulatory requirements that financial institutions must comply with and the impacts of advances in technology on their management.

#### **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>PLO9</b>
<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	<p><b>Introductions</b></p> <p><b>Financial Institutions</b></p> <ul style="list-style-type: none"> <li>Financial institutions' specialness</li> <li>Other aspects of specialness</li> <li>Specialness and regulation</li> <li>The changing dynamics of specialness</li> <li>The shift away from risk measurement and management and the global financial crisis</li> </ul> <p><b>The financial services industry: depository institutions</b></p> <ul style="list-style-type: none"> <li>Banks <ul style="list-style-type: none"> <li>Size, structure, and composition of the industry</li> <li>Balance sheet and trends</li> <li>Bank performance</li> </ul> </li> <li>Credit unions and building societies <ul style="list-style-type: none"> <li>Size, structure, and composition of the industry</li> <li>Balance sheet, performance, and trends</li> </ul> </li> </ul>	Lecture, Notes, Discussions	<p>Quiz</p> <p>Midterm Exam, Final Exam</p>	CLO1, CLO2, CLO3

2	<p><b>Banking Industry in Bangladesh</b></p> <ul style="list-style-type: none"> <li>• The regulation of Bangladesh depository institutions</li> <li>• The key legislation</li> <li>• The regulatory agencies</li> <li>• Bangladesh prudential supervision framework</li> <li>• Overview of the regulation of depository institutions</li> </ul> <p><b>The financial services industry: other financial institutions</b></p> <ul style="list-style-type: none"> <li>• Insurers and fund managers</li> <li>• Life insurance</li> <li>• General insurance</li> <li>• Pension/Provident funds</li> <li>• Managed funds and unit trusts</li> <li>• Other financial institutions</li> <li>• Money market corporations</li> <li>• Finance companies</li> <li>• Securitization vehicles</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Homework, Final Exam	CLO1, CLO2, CLO3
3	<p><b>Measuring Financial Performance</b></p> <ul style="list-style-type: none"> <li>• Financial Statement and Analysis</li> </ul> <p><b>Risks of financial institutions</b></p> <ul style="list-style-type: none"> <li>• Interest rate risk</li> <li>• Market risk</li> <li>• Credit risk</li> <li>• Country or sovereign risk</li> <li>• Foreign exchange risk</li> <li>• Liquidity risk</li> <li>• Off-balance-sheet risk</li> <li>• Technology and operational risks <ul style="list-style-type: none"> <li>○ Technology risk</li> <li>○ Operational risk</li> </ul> </li> <li>• Insolvency risk</li> <li>• Other risks and the interaction of risks</li> </ul>	Lecture, Notes, Discussions, Demonstration of FS	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO2, CLO3, CLO4

4	<b>Interest rate risk: the repricing model</b> <ul style="list-style-type: none"> <li>● The level and movement of interest rates</li> <li>● The repricing models <ul style="list-style-type: none"> <li>○ Rate-sensitive assets</li> <li>○ Rate-sensitive liabilities</li> <li>○ Changes to NII—equal changes in rates on RSAs and RSLs</li> <li>○ Changes to NII—unequal changes in rates on RSAs and RSLs</li> </ul> </li> <li>● Weaknesses of the repricing model <ul style="list-style-type: none"> <li>○ Market value effects</li> <li>○ Over-aggregation</li> <li>○ The problem of runoffs</li> <li>○ Cash flows from off-balance-sheet activities</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercise	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
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5	<p><b>Interest rate risk measurement: the duration model</b></p> <ul style="list-style-type: none"> <li>• Duration: a simple introduction</li> <li>• A general formula for duration <ul style="list-style-type: none"> <li>○ The duration of interest-bearing bonds</li> <li>○ The duration of a zero-coupon bond</li> </ul> </li> <li>• Features of duration <ul style="list-style-type: none"> <li>○ Duration and maturity</li> <li>○ Duration and yield</li> <li>○ Duration and coupon interest</li> </ul> </li> <li>• The economic meaning of duration <ul style="list-style-type: none"> <li>○ Semi-annual coupon bonds</li> </ul> </li> <li>• Using duration to measure an FI's interest rate risk <ul style="list-style-type: none"> <li>○ Duration and immunizing future payments</li> <li>○ Duration and interest rate risk in the whole balance sheet of an FI</li> </ul> </li> <li>• Immunization and regulatory considerations</li> <li>• Difficulties of applying the duration model <ul style="list-style-type: none"> <li>○ Duration matching can be costly</li> <li>○ Immunization is a dynamic problem</li> <li>○ Large interest rate changes and convexity</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
6	<p><b>Interest rate risk measurement: the duration model (Continue)</b></p> <ul style="list-style-type: none"> <li>• Immunization and regulatory considerations</li> <li>• Difficulties of applying the duration model <ul style="list-style-type: none"> <li>○ Duration matching can be costly</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Immunization is a dynamic problem</li> <li>○ Large interest rate changes and convexity</li> </ul> <p><b>Market risk</b></p> <ul style="list-style-type: none"> <li>● Calculating market risk exposure</li> <li>● The Risk Metrics model <ul style="list-style-type: none"> <li>○ The market risk of fixed-income securities</li> <li>○ Foreign exchange</li> <li>○ Equities</li> <li>○ Portfolio aggregation</li> </ul> </li> <li>● The historic (back simulation) approach</li> <li>● The historic (back simulation) model versus Risk-Metrics <ul style="list-style-type: none"> <li>○ The Mon Carlo simulation approach</li> </ul> </li> <li>● Regulatory models <ul style="list-style-type: none"> <li>○ Partial risk factor approach</li> <li>○ Fuller risk factor approach</li> </ul> </li> </ul>			
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>MID TERM EXAMINATION</b></li> </ul>			
<b>8</b>	<p><b>Liquidity risk</b></p> <ul style="list-style-type: none"> <li>● Causes of liquidity risk</li> <li>● Liquidity risk at depository institutions <ul style="list-style-type: none"> <li>○ Liability-side liquidity risk</li> <li>○ Asset-side liquidity risk</li> <li>○ Measuring a depository institution's liquidity exposure</li> <li>○ Liquidity planning</li> <li>○ Liquidity risk, unexpected deposit drains and bank runs</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Bank runs, the discount window and deposit guarantees</li> <li>● Liquidity and financial system stability</li> <li>● Liquidity risk in other financial institutions <ul style="list-style-type: none"> <li>○ Life insurance companies</li> <li>○ General insurers</li> <li>○ Managed funds</li> </ul> </li> </ul>			
9	<p><b>Credit risk I: individual loan risk</b></p> <ul style="list-style-type: none"> <li>● Credit quality problems</li> <li>● Types of loans <ul style="list-style-type: none"> <li>○ Business loans</li> <li>○ Housing loans</li> <li>○ Consumer or individual loans</li> <li>○ Other loans</li> <li>○ Loan defaults</li> </ul> </li> <li>● Calculating the return on a loan <ul style="list-style-type: none"> <li>○ The contractually promised return on a loan</li> <li>○ The expected return on a loan</li> </ul> </li> <li>● Retail versus wholesale credit decisions <ul style="list-style-type: none"> <li>○ Retail</li> <li>○ Wholesale</li> </ul> </li> <li>● Measurement of credit risk</li> <li>● Default risk models</li> </ul> <p>Qualitative models</p> <p>Quantitative models</p> <p>Newer models of credit risk measurement and pricing</p> <ul style="list-style-type: none"> <li>○ Term structure derivation of credit risk</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4



	<ul style="list-style-type: none"> <li>○ Mortality-rate derivation of credit risk</li> <li>○ RAROC models</li> <li>○ Using duration to estimate loan risk</li> <li>○ Using loan default rates to estimate loan risk</li> </ul>			
<b>10</b>	<b>Credit risk I: individual loan risk</b> <ul style="list-style-type: none"> <li>● Default risk models <ul style="list-style-type: none"> <li>○ Qualitative models</li> <li>○ Quantitative models</li> </ul> </li> <li>● Newer models of credit risk measurement and pricing</li> <li>○ Term structure derivation of credit risk</li> <li>○ Mortality-rate derivation of credit risk</li> <li>○ RAROC models</li> <li>○ Using duration to estimate loan risk</li> <li>○ Using loan default rates to estimate loan risk</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
<b>11</b>	<b>Capital management and adequacy</b> <ul style="list-style-type: none"> <li>● Capital and insolvency risk <ul style="list-style-type: none"> <li>Capital <ul style="list-style-type: none"> <li>○ The market value of capital</li> <li>○ The book value of capital</li> <li>○ The discrepancy between the market and book values of equity</li> <li>○ Arguments against market value accounting</li> </ul> </li> </ul> </li> <li>● Capital management</li> <li>● Regulation of capital of Bangladesh DIs <ul style="list-style-type: none"> <li>○ Basel Accords: the evolution of DI capital regulation</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5

	<b>Capital management and adequacy</b> <ul style="list-style-type: none"> <li>● Pillar 1: capital adequacy <ul style="list-style-type: none"> <li>○ Measurement of regulatory capital</li> <li>○ Measuring risk-adjusted assets</li> <li>○ Calculating the capital adequacy ratios</li> <li>○ Leverage ratio</li> <li>○ Capital buffers</li> </ul> </li> <li>● Pillar 2: DI risk assessment and supervision</li> <li>● Pillar 3: capital and risk disclosure</li> <li>● Camels ratings</li> </ul>			
<b>12</b>	<b>Liability and liquidity management</b> <ul style="list-style-type: none"> <li>● Liquid asset management <ul style="list-style-type: none"> <li>○ Monetary policy implementation reasons</li> <li>○ Taxation reasons</li> </ul> </li> <li>● The composition of the liquid asset portfolio</li> <li>● Return–risk trade-off for liquid assets <ul style="list-style-type: none"> <li>○ The liquid asset reserve management problem for depository institutions</li> <li>○ Management of exchange settlement funds</li> <li>○ Liquidity management as a knife-edge management problem</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5
<b>13</b>	<b>Liability management</b> <ul style="list-style-type: none"> <li>● Funding risk and cost</li> <li>● Choice of liability structure</li> <li>● Deposit liabilities <ul style="list-style-type: none"> <li>○ Cheque accounts and other demand deposits</li> <li>○ Savings accounts</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Cash management / Investment savings accounts</li> <li>○ Fixed-term deposits</li> <li>○ Negotiable certificates of deposit (NCDs)</li> <li>● Non-deposit liabilities</li> <li>● Interbank funds</li> <li>● Repurchase agreements (REPOS)</li> <li>● Covered bonds</li> <li>● Other borrowings</li> <li>● Liquidity regulation</li> <li>● Minimum quantitative requirements</li> <li>● Liquidity coverage ratio regime ADIs</li> <li>● Minimum liquidity holdings regime ADIs</li> <li>● Net stable funding ratio (NSFR)</li> <li>● Improved global liquidity?</li> <li>● Depositor protection and deposit guarantees</li> <li>● Bangladesh depositor protection mechanisms</li> </ul>			
<b>14</b>	<ul style="list-style-type: none"> <li>● Ethical Issues in Financial Institutions and Markets</li> <li>● Group Project Presentation/Discussion</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5

## FIN652 Investment Management

### A. Course General Information:

<b>Course Code:</b>	FIN652
<b>Course Title:</b>	Investment Management

<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Mandatory Elective course for Concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

An investment is the current commitment of money or other resources in the expectation of reaping future benefits. In this course, the overall goal is to be familiar with the investment environment and develop skills and abilities to manage the investment process. This process involves identifying investor's objectives and constraints; diagnosing current and projected financial, economic, political and social conditions; formulating and implementing strategies with optimal risk-return trade off, and monitoring and updating the portfolio as needed. Ethical and technological issues affecting investment in the global marketplace are also emphasized.

**C. Rationale of the Course:**

This advanced course is required for learners with a major in finance. It builds on the knowledge and skills developed in the prerequisite course – BUS526 Financial Systems and Managerial Finance. All MBA learners majoring in Finance are required to have advanced understanding in investment management, which is a major discipline of finance and a major role in the financial and other industries. This course is designed to prepare students for a lucrative career in financial institutions and markets, treasury management, and management consulting while learning financial theories, valuation methodologies, and investment management and analytical approaches.

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

The major objectives of this course are to:

1. familiarize learners with the investment environment, investment process, fundamental and technical analysis, and regulatory and ethical issues in the area of Investment Management.
2. help learners acquire analytical and computational skills necessary to face the challenges in the world of investments – using mathematical and statistical models, financial calculator, Excel and other software packages.
3. help learners develop problem-solving and decision-making skills required for effective investment management of individuals and institutions.

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

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

SL.	CLO Description
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<b>CLO1</b>	Demonstrate familiarity with the investment process; organization and operations of securities markets; portfolio management; and performance evaluation; securities regulations and ethical issues and professional standards in managing investments.
<b>CLO2</b>	Apply data analytics to diagnose current and projected financial, economic, and socio-political conditions and set investment implications, given investor-specific objectives and constraints.
<b>CLO3</b>	Determine value of bonds, stocks and other securities using alternative valuation approaches.
<b>CLO4</b>	Apply the methods of asset allocation, portfolio construction and performance evaluation.
<b>CLO5</b>	Distinguish between fundamental vs technical and between top-down vs bottom-up approaches to investment analysis and security valuation.
<b>CLO6</b>	Appraise specific investment decisions based of fundamental and technical analysis.
<b>CLO7</b>	Evaluate performance of investments using various metrics.
<b>CLO8</b>	Author the industry and securities research report.

**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>PLO9</b>
<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	<b>Introduction</b> <b>The Investment Environment</b> <ul style="list-style-type: none"> <li>○ Real Assets versus Financial Assets</li> <li>○ Financial Markets and the Economy</li> <li>○ The Investment Process</li> <li>○ Markets Are Competitive</li> <li>○ The Players</li> <li>○ The Financial Crisis of 2008-2009</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
2	<b>Asset Classes and Financial Instruments</b> <ul style="list-style-type: none"> <li>○ Money Market</li> <li>○ Bond Market</li> <li>○ Equity Securities</li> <li>○ Stock and Bond Market Indexes</li> <li>○ Derivative Markets</li> <li>○ Money Market in Bangladesh</li> <li>○ Stock Market in Bangladesh</li> <li>○ Bond Market in Bangladesh</li> </ul> <b>How Securities Are Traded</b> <ul style="list-style-type: none"> <li>○ How Firms Issue Securities</li> <li>○ How Securities Are Traded</li> <li>○ The Rise of Electronic Trading</li> <li>○ Bangladesh Markets</li> <li>○ New Trading Strategies</li> <li>○ Globalization of Stock Markets</li> <li>○ Trading Costs</li> <li>○ Buying on Margin</li> <li>○ Short Sales</li> <li>○ Regulation of Securities Markets</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Homework, Final Exam	CLO1, CLO2
3	<b>Mutual Funds and Other Investment Companies</b> <ul style="list-style-type: none"> <li>○ Investment Companies and Types of Investment Companies</li> <li>○ Mutual Funds</li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

	<ul style="list-style-type: none"> <li>Costs of Investing in Mutual Funds</li> <li>Taxation of Mutual Fund Income</li> <li>Mutual Funds Investment Performance</li> <li>Exchange Traded Funds</li> <li>Information on Mutual Funds</li> <li><b>Bangladesh Perspectives</b></li> </ul>			
<b>4</b>	<b>Portfolio Theory and Practice</b> <ul style="list-style-type: none"> <li>Risk-returns and Risk Premiums</li> <li>Historic Returns on Risky Portfolios</li> <li>Risk and Risk Aversion</li> <li>Capital Allocation across Risky and Risk-Free Portfolios</li> <li>The Markowitz Portfolio Optimization Model</li> <li>Diversification and Portfolio Risk</li> <li>Risk Pooling, Risk Sharing, and Time Diversification</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
<b>5</b>	<b>Portfolio Theory and Practice</b> <ul style="list-style-type: none"> <li>Diversification and Portfolio Risk</li> <li>Risk Pooling, Risk Sharing, and Time Diversification</li> </ul> <b>An Introduction to Asset Pricing Models</b> <ul style="list-style-type: none"> <li>Capital Market Theory: An Overview</li> <li>The Capital Asset Pricing Model</li> <li>Relaxing the Assumptions</li> <li>Additional Empirical Tests of the CAPM</li> <li>The Market Portfolio: Theory versus Practice</li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
<b>6</b>	<b>Multifactor Models of Risk and Return</b> <ul style="list-style-type: none"> <li>Arbitrage Pricing Theory</li> <li>Multifactor Models and Risk Estimation</li> </ul> <b>Efficient Market Hypothesis</b>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project,	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Random Walks and Efficient Markets</li> <li>○ Implications of the EMH</li> <li>○ Are Markets Efficient?</li> <li>○ Mutual Fund and Analyst Performance</li> <li>○ Random Walks and Efficient Markets</li> <li>○ Implications of the EMH</li> <li>○ Are Markets Efficient?</li> <li>○ Mutual Funds and Analyst Performance</li> </ul>		, In-class Exercises	
<b>7</b>	<ul style="list-style-type: none"> <li>○ <b>Review Class</b></li> <li>○ <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<b>The Behavioral Biases of Individuals</b> <ul style="list-style-type: none"> <li>○ Cognitive Errors and Emotional Biases</li> <li>○ Behavioral Biases and Their Implications</li> <li>○ Individual's Behavioral Biases</li> <li>○ Investors' personality types</li> <li>○ Behavioral factors and adviser–client interactions</li> <li>○ Behavioral factors influence portfolio construction</li> <li>○ behavioral finance to the process of portfolio construction.</li> <li>○ behavioral factors affect analyst forecasts</li> <li>○ behavioral biases of investors to market characteristics</li> </ul> <b>An Introduction to Security Valuation</b> <ul style="list-style-type: none"> <li>○ An Overview of the Valuation Process</li> <li>○ Why a Three-Step Valuation Process?</li> <li>○ Theory of Valuation</li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, In-class Exercises	CLO1, CLO5, CLO8
<b>9</b>	<b>Macro Analysis and Micro Valuation of the Stock Market</b> <ul style="list-style-type: none"> <li>○ The Components of Market Analysis</li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Final Exam, Group Project, In-	CLO3, CLO5, CLO8



	<ul style="list-style-type: none"> <li>○ Macro-market Analysis</li> <li>○ Micro-valuation Analysis</li> <li>○ Valuation Using the Earnings Multiplier Approach</li> <li>○ Estimating Expected Earnings per Share</li> <li>○ Estimating the Stock Market Earnings Multiplier</li> <li>○ Micro-valuation of World Markets</li> </ul> <p><b>Industry Analysis</b></p> <ul style="list-style-type: none"> <li>○ Why Do Industry Analysis?</li> <li>○ The Business Cycle and Industry Sectors</li> <li>○ Structural Economic Changes and Alternative Industries</li> <li>○ Evaluating the Industry Life Cycle</li> <li>○ Analysis of Industry Competition</li> <li>○ Estimating Industry Rates of Return</li> <li>○ Industry Analysis Using the Relative Valuation Approach</li> <li>○ Other Relative Valuation Ratios</li> <li>○ Global Industry Analysis</li> </ul>		class Exercises	
10	<p><b>Company Analysis and Stock Valuation</b></p> <ul style="list-style-type: none"> <li>○ Company Analysis versus Stock Valuation</li> <li>○ Economic, Industry, and Structural Links to Company Analysis</li> <li>○ Company Analysis</li> <li>○ Estimating Intrinsic Value</li> <li>○ Discounted Cash Flow Model</li> <li>○ Relative Valuations</li> <li>○ Estimating Company Earnings per Share</li> <li>○ Estimating Company Earnings Multipliers</li> <li>○ Additional Measures of Relative Value</li> <li>○ Analysis of Growth Companies</li> <li>○ When to Sell</li> <li>○ Influences on Analysts</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project, In-class Exercises	CLO1, CLO6, CLO8

	<ul style="list-style-type: none"> <li>Global Company and Stock Analysis</li> </ul>			
<b>11</b>	<p><b>Equity Portfolio Management Strategies</b></p> <ul style="list-style-type: none"> <li>Passive versus Active Management</li> <li>An Overview of Passive Equity Portfolio Management Strategies</li> <li>An Overview of Active Equity Portfolio Management Strategies</li> <li>Value versus Growth Investing: A Closer Look</li> <li>An Overview of Style Analysis</li> <li>Asset Allocation Strategies</li> </ul> <p><b>Technical Analysis</b></p> <ul style="list-style-type: none"> <li>Underlying Assumptions of Technical Analysis</li> <li>Advantages of Technical Analysis</li> <li>Challenges to Technical Analysis</li> <li>Technical Trading Rules and Indicators</li> </ul> <p><b>Analysis of Financial Statements</b></p> <ul style="list-style-type: none"> <li>Analysis of Financial Ratios</li> <li>Computation of Financial Ratios</li> <li>Evaluating Internal Liquidity</li> <li>Evaluating Operating Performance</li> <li>Risk Analysis</li> <li>Analysis of Growth Potential</li> <li>Comparative Analysis of Ratios</li> <li>Analysis of Non-U.S. Financial Statements</li> <li>The Quality of Financial Statements</li> <li>The Value of Financial Statement Analysis</li> <li>Specific Uses of Financial Ratios</li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO6, CLO7
<b>12</b>	<p><b>Bond Fundamentals</b></p> <ul style="list-style-type: none"> <li>Basic Features of a Bond</li> <li>The Global Bond Market Structure</li> <li>Alternative Bond Issues</li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Homework,	CLO5

	<ul style="list-style-type: none"> <li>○ Obtaining Information on Bond Prices</li> </ul> <b>The Analysis and Valuation of Bonds</b> <ul style="list-style-type: none"> <li>○ The Fundamentals of Bond Valuation</li> <li>○ Computing Bond Yields</li> <li>○ Calculating Future Bond Prices</li> <li>○ Bond Valuation Using Spot Rates</li> <li>○ What Determines Interest Rates?</li> <li>○ Calculating Forward Rates from the Spot Rate Curve</li> <li>○ Term Structure Theory</li> <li>○ What Determines the Price Volatility for Bonds?</li> </ul>		In-class Exercises Final Exam	
<b>13</b>	<b>Bond Portfolio Management Strategies</b> <ul style="list-style-type: none"> <li>○ Bond Portfolio Performance, Style, and Strategy</li> <li>○ Passive Management Strategies</li> <li>○ Active Management Strategies</li> <li>○ Core-Plus Management Strategies</li> <li>○ Matched-Funding Management Strategies</li> <li>○ Contingent and Structured Management Strategies</li> </ul> <b>Evaluation of Portfolio Performance</b> <ul style="list-style-type: none"> <li>○ What Is Required of a Portfolio Manager?</li> <li>○ Early Performance Measurement Techniques</li> <li>○ Composite Portfolio Performance Measures</li> <li>○ Application of Portfolio Performance Measures</li> <li>○ Portfolio Performance Evaluation: Some Extensions</li> <li>○ Factors That Affect Use of Performance Measures</li> </ul>	Lecture, Notes, Discussions, Guest Lecture	, In-class Exercises, Homework, Final Exam	CLO4, CL08
<b>14</b>	Ethical Issues in Finance and Investment Management	Lecture, Notes, Discussions, Presentation of	Final Exam	CLO1

	Multiple topics listed above covered in the Group Project	(Group Project) and Feedback		
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## **FIN653 International Finance**

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

<b>Course Code:</b>	FIN653
<b>Course Title:</b>	International Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course in the MBA Program
<b>Type:</b>	Elective for concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

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

This course provides students a framework for making corporate financial decisions in an international context. It primarily focuses on various theories of exchange rate determination, operational significance of international financial markets, various risks faced by the multinational firms, strategies used to hedge exchange rate risk, methods of financing international operations, and capital budgeting decisions in an international framework. 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 graduate-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 – BUS526 Financial System and Managerial Finance. All MBA learners with a major in Finance are expected to gain advanced knowledge in international financial management - a major area of finance. 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.

**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>	Recognize the concepts of International Financial and Monetary System, International Financial Markets, International Banking and Balance of Payment.
<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>	Describe 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	PLO9
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
<b>1</b>	<b>Introductions</b> <ul style="list-style-type: none"> <li>○ Discuss the Course Outline</li> </ul> <b>Introduction to International Finance</b> <ul style="list-style-type: none"> <li>○ Concept of International Finance,</li> <li>○ International Financial and Monetary System,</li> <li>○ International Financial Markets and International Banking.</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>International flow Of Funds</b> <ul style="list-style-type: none"> <li>○ Balance of Payment,</li> <li>○ International Trade Flow)</li> <li>○ International Capital Movement,</li> <li>○ International Financial and Trade Organizations (IMF, World Bank Group, ADB, IDB, WTO)</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
<b>3</b>	<b>International Monetary System</b> <ul style="list-style-type: none"> <li>○ Motives for Using International Financial Markets,</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Midterm	CLO2

	<ul style="list-style-type: none"> <li>○ Overview on IFMs: FEX Market; International Money, Credit, Bond, Stock and Derivative Markets. -indirect),</li> </ul>		Exam, Final Exam	
<b>4</b>	<b>Determining Exchange Rate</b> <ul style="list-style-type: none"> <li>○ Factors Influencing Exchange Rate,</li> <li>○ Exchange rate movement,</li> <li>○ Exchange Rate Quotations</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
<b>5</b>	<b>Determining Exchange Rate</b> <ul style="list-style-type: none"> <li>○ Exchange Rate Quotations – Direct and Indirect, Spot and Cross Rates</li> <li>○ Operational Rates – Bangladesh Perspectives.</li> <li>○ Arbitrage and speculative Activities in FEX Market.</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
<b>6</b>	<b>Exchange Rate Systems and Govt. Intervention</b> <ul style="list-style-type: none"> <li>○ Fixed, Floating and other systems,</li> <li>○ Reasons for Govt. intervention,</li> <li>○ Direct and Indirect Intervention</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
<b>8</b>	<b>Foreign Exchange Derivatives</b> <ul style="list-style-type: none"> <li>○ Forward Market,</li> <li>○ Future Market</li> <li>○ Option Markets and</li> <li>○ Other markets and products.</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO3
<b>9</b>	<b>Foreign Exchange Derivatives</b> <ul style="list-style-type: none"> <li>○ Option Markets and</li> <li>○ Other markets and products</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO3

<b>10</b>	<b>Relationship Among Exchange Rate, Inflation Rate and Interest Rate:</b> <ul style="list-style-type: none"> <li>○ Purchasing Power Parity (PPP),</li> <li>○ International Fisher Effect (IFE) and</li> <li>○ Interest Rate Parity Theories.</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Final Exam	CLO4
<b>11</b>	<b>Exchange Rate Risk Management:</b> <ul style="list-style-type: none"> <li>○ Exchange Rate Forecasting,</li> <li>○ Exchange Rate Fluctuation Exposure;</li> <li>○ Transaction Exposure,</li> <li>○ Translation Exposure and</li> <li>○ Economic exposure</li> <li>○ Management of different types of exposure</li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Final Exam	CLO4
<b>12</b>	<b>Short-Term Asset and Liability Management:</b> <ul style="list-style-type: none"> <li>○ International Trade Payment</li> <li>○ Financing Methods. Inco Terms-2020.</li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO5 CLO6
<b>13</b>	<b>Long-Term Asset and Liability Management:</b> <ul style="list-style-type: none"> <li>○ Analyzing Country Risk,</li> <li>○ Capital Budgeting and</li> <li>○ Long-term Financing.</li> </ul>	Lecture, Notes, Discussions, Problem Solving	Final Exam	CLO5 CLO6
<b>14</b>	<b>Review class before Final Exam</b>  <b>Presentation</b>			



**A. Course General Information:**

<b>Course Code:</b>	FIN654
<b>Course Title:</b>	Financial Modeling, Analysis and Forecasting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective for MBA Program
<b>Type:</b>	Elective for concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

This course examines the essential financial modeling skills to analyze and manage risk and business performance in today's globally competitive world. Modeling and simulation techniques using MS Excel will be the focus; however, other tools and techniques will be also covered. Students will learn advanced methods and techniques of financial modeling which will enhance their ability to forecast more accurately while minimizing the error, as such, it will equip them to better manage risk and uncertainty.

**C. Rationale of the Course:**

This graduate-level course can be taken by learners majoring in finance. By completing this course, learners will gain the ability to apply the fundamental knowledge learned in previous Finance courses that will enable them 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-paced financial sector requires expertise in financial modeling to solve different real-world business problems efficiently. Besides making the learners better financial decision-makers in their respective fields, this course will open several new opportunities for them.

**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. Enable learners to use different optimization models that can be used to make efficient portfolios of assets.
4. Demonstrate to learners' different models used to value derivatives and fixed-income securities.
5. 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	PLO9
<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 to Financial Modeling and MS Excel Functions</b> <ul style="list-style-type: none"> <li>○ Financial Modeling Purposes and Application in Finance</li> <li>○ Introduction to Functions, Data Downloads, Imports and Macros</li> </ul> </li> </ul>	Lecture, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Financial Statement Modeling</b> <ul style="list-style-type: none"> <li>○ Forecasting Income Statements</li> <li>○ Forecasting Balance Sheet</li> </ul> </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>○ Free Cash Flow (FCF) Calculation</li> <li>○ Calculating Weighted Average Cost of Capital (WACC)</li> <li>○ Valuation using Free Discounted Cash Flow Methods</li> <li>○ 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>○ Scenario Manager Analysis in Excel</li> <li>○ Data Table Analysis in Excel</li> </ul> </li> <li>• <b>Portfolio Models, Matrix Operations, and Data Tables</b> <ul style="list-style-type: none"> <li>○ Calculation of Mean, Variance, Standard Deviation, Covariance, Correlation</li> <li>○ Envelop Portfolios</li> <li>○ Creation of one-Dimensional and Two-Dimensional Data Table Matrix Operations</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, 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>○ Variance-Covariance Matrix</li> <li>○ Correlation Matrix</li> <li>○ Estimating Beta and Security Market Line (SML)</li> <li>○ Tests of Asset Pricing Models</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
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>○ Introduction to VBA Programming</li> <li>○ Portfolio Optimization without Constraints</li> <li>○ Portfolio Optimization with Constraints</li> </ul> </li> <li>• <b>Review of the Midterm Exam</b></li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO4, CLO5
7	<b>Review Class</b> <b>Midterm Examination</b>			
8	<ul style="list-style-type: none"> <li>• <b>Black-Litterman Approach and Active Portfolio Management</b> <ul style="list-style-type: none"> <li>○ Theory of Active Portfolio Management</li> <li>○ Naive Optimization</li> <li>○ Why Does Naive Optimization Fail?</li> <li>○ Changing Variance-Covariance Matrix</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Black and Litterman's Solution</li> </ul>			
<b>9</b>	<ul style="list-style-type: none"> <li>• <b>Monte Carlo Simulations</b> <ul style="list-style-type: none"> <li>○ VBA Random-Number Generators</li> <li>○ Normally Distributed Random-Number Generators</li> <li>○ Computing <math>\pi</math> in Monte Carlo</li> <li>○ Monte Carlo Simulation of Investment and Retirement Problems</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO5
<b>10</b>	<ul style="list-style-type: none"> <li>• <b>Simulating Stock Prices and Portfolio Returns</b> <ul style="list-style-type: none"> <li>○ Computing Returns and Their Distribution for a Continuous Return-Generating Process</li> <li>○ Lognormal Price Distributions and Geometric Diffusions</li> <li>○ Simulating Lognormal Price Path</li> <li>○ Calculating the Parameters of the Lognormal Distribution from Stock Prices</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO6
<b>11</b>	<ul style="list-style-type: none"> <li>• <b>Simulating Stock Prices and Portfolio Returns (Continued)</b> <ul style="list-style-type: none"> <li>○ Multiple Stock Portfolios</li> <li>○ Beta and Return</li> </ul> </li> <li>• <b>Pricing Options and Structured Products using the Black-Scholes Model</b> <ul style="list-style-type: none"> <li>○ Basic Option Terminologies</li> <li>○ Option Payoff and Profit Patterns</li> <li>○ Different Option Strategies</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO2, CLO5
<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Pricing Options and Structured Products using the Black-Scholes Model (continued)</b> <ul style="list-style-type: none"> <li>○ Implementing Black-Scholes Formulas in a Spreadsheet</li> <li>○ Defining a Black-Scholes Pricing Function Using VBA</li> <li>○ Calculating Volatility</li> <li>○ Pricing Structured Securities using Black-Scholes Formula</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>• <b>The Binomial Option Pricing Model</b> <ul style="list-style-type: none"> <li>○ Two-Date Binomial Pricing</li> <li>○ The Multi-Period Binomial Model</li> <li>○ Pricing American Options Using Binomial</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6

	<ul style="list-style-type: none"> <li>○ Convergence of Binomial Pricing to Black-Scholes Price</li> </ul>			
<b>14</b>	<b>Estimating Interest Rate Sensitivity and Default---Adjusted Returns for Bonds</b> <ul style="list-style-type: none"> <li>○ Simple Model of Immunization</li> <li>○ Convexity and Duration</li> <li>○ Calculating the Bond Expected Return in a Multi-Period Framework</li> <li>○ Calculating Expected Bond Payoff</li> <li>○ Calculating the Bond Expected Return for an Actual Bond</li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6

## FIN655 Derivatives and Risk Management

### A. Course General Information:

<b>Course Code:</b>	FIN655
<b>Course Title:</b>	Derivatives and Risk Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in MBA Program
<b>Type:</b>	Elective for concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course “Financial Derivates” is structured for the students who are interested in devolving their career in corporate finance and/or investment banking. It examines a broad array of derivative products, such as forwards, futures, and options. Topics include: analysis of derivative securities, operation of option/future markets, basic techniques for pricing and hedging, arbitrage, interest rate derivatives and the use of derivatives for financial risk management.

### C. Rationale of the Course:

Derivatives offer a new way of investing in financial assets and minimizing investment risk. A derivative represents a contract between two or more parties to buy and sell an underlying asset at a predetermined price based on fluctuations in the underlying asset such as commodities, currencies,

market indexes, interest rates, bonds and stock price etc. An investor can effectively minimize investment risk through the process of hedging by engaging simultaneously in multiple derivatives or by simultaneously trading in the spot and the derivative markets. Students will be able to utilize the various concepts, tools and techniques of Managerial Finance course to implement risk minimizing strategies through investing in the derivative markets.

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

The major objectives of this course are to:

1. Explain the meaning of derivatives and mechanics of their operations.
2. Determine prices of different types of derivatives using no-arbitrage bounds, and mathematical models.
3. Explain hedging and risk minimizing strategies by engaging in derivative contracts.
4. Introduce the basics of the Swaps market operations.

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

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

SL.	CLO Description
CLO1	Explain what derivatives are and how they operate
CLO2	Demonstrate knowledge of the forward and futures markets for commodities and stock
CLO3	Explain the concept and mechanism of options market for common stock
CLO4	Employ the concept of no-arbitrage bounds for pricing futures and options
CLO5	Utilize binomial and Black-Scholes models of pricing stock options
CLO6	Develop trading strategies for hedging and risk minimization with futures and options
CLO7	Explain the operations of the swaps market for currencies and interest rates

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

SL.	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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 to Derivatives</b> <ul style="list-style-type: none"> <li>○ Meaning and definition.</li> <li>○ Common types of derivatives. (Forward, futures, options and swaps)</li> <li>○ Traders in the derivative markets.</li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO1
2	<b>● Futures Markets and Central Counterparties</b> <ul style="list-style-type: none"> <li>○ Opening and closing positions.</li> <li>○ The futures contract.</li> <li>○ Convergence of futures to spot price.</li> <li>○ Margin account and its operation.</li> <li>○ OTC markets.</li> <li>○ Market quotes.</li> <li>○ Types of traders and types of order.</li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO2
3	<b>● Hedging Strategies Using Futures</b> <ul style="list-style-type: none"> <li>○ Hedging principles.</li> <li>○ Basis risk.</li> <li>○ Cross hedging.</li> <li>○ Stock index futures.</li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO6

	<ul style="list-style-type: none"> <li>○ Stock and roll.</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Pricing of Forward and Futures</b> <ul style="list-style-type: none"> <li>○ Investment vs. consumption assets.</li> <li>○ Short selling.</li> <li>○ Forward price for an investment asset.</li> <li>○ Valuing forward contracts.</li> <li>○ Forward and futures contract on currencies.</li> <li>○ Futures on commodities.</li> <li>○ The cost of carry model of futures pricing.</li> <li>○ Contango.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO4
5	<ul style="list-style-type: none"> <li>● <b>Swaps</b> <ul style="list-style-type: none"> <li>○ Interest rate swaps.</li> <li>○ Currency swaps.</li> <li>○ Credit risk.</li> <li>○ Credit default swaps.</li> <li>○ Other types of swaps.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO7
6	<ul style="list-style-type: none"> <li>● <b>Mechanics of Options Markets.</b> <ul style="list-style-type: none"> <li>○ Types of options.</li> <li>○ Option positions.</li> <li>○ Underlying assets.</li> <li>○ Specifications of stock options.</li> <li>○ Trading in stock options.</li> <li>○ Commissions and Margins.</li> <li>○ The options clearing house.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>MIDTERM EXAMINATION</b></li> </ul>	Lecture and discussions. Problem solving.		
8	<ul style="list-style-type: none"> <li>● <b>Properties of Stock Options</b> <ul style="list-style-type: none"> <li>○ Factors affecting option prices.</li> <li>○ Upper and lower bounds for options prices.</li> <li>○ Put-call parity.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO5



	<ul style="list-style-type: none"> <li>○ Calls on non-dividend paying stock.</li> <li>○ Puts on non-dividend paying stock.</li> <li>○ Effect of dividends.</li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Trading Strategies Involving Options</b> <ul style="list-style-type: none"> <li>○ Principal-protected notes.</li> <li>○ Strategies involving a single option and a stock.</li> <li>○ Spreads.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO6
10	<ul style="list-style-type: none"> <li>● <b>Test 2</b></li> <li>● <b>Trading Strategies Involving Options</b> <ul style="list-style-type: none"> <li>○ Combinations.</li> <li>○ Other payoffs.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO6
11	<ul style="list-style-type: none"> <li>● <b>Binomial Model of Options Pricing</b> <ul style="list-style-type: none"> <li>○ One-step binomial model and a no-arbitrage argument.</li> <li>○ Risk neutral valuation.</li> <li>○ Two-step binomial trees.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO5
12	<ul style="list-style-type: none"> <li>● <b>Binomial Model of Options Pricing</b> <ul style="list-style-type: none"> <li>○ American options.</li> <li>○ Delta.</li> <li>○ Determining <math>\mu</math> and <math>d</math>.</li> <li>○ Increasing the number of time steps.</li> <li>○ Options on other assets.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO5
13	<ul style="list-style-type: none"> <li>● <b>Black-Scholes-Merton Option Pricing Model</b> <ul style="list-style-type: none"> <li>○ Assumptions about how stock prices evolve.</li> <li>○ Expected return and volatility.</li> <li>○ Assumptions underlying Black-Scholes-Merton model.</li> </ul> </li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Black-Scholes-Merton Option Pricing Model</b></li> </ul>	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO5

	<ul style="list-style-type: none"> <li>○ Assumptions underlying Black-Scholes-Merton model.</li> <li>○ Risk-neutral valuation.</li> <li>○ Implied volatilities.</li> <li>○ Dividends.</li> </ul>			
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## FIN656 Entrepreneurial Finance

### A. Course General Information:

<b>Course Code:</b>	FIN656
<b>Course Title:</b>	Entrepreneurial Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective for concentration in Finance
<b>Prerequisites:</b>	BUS526 Financial System and Managerial Finance, BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course focuses on the overview of the venture capital industry; the organization and operation of venture capital funds; investment methodology; monitoring and portfolio liquidation; leveraged investing; and specialized investments. It explores entrepreneurial finance issues from the perspective of both the owner/manager and the professional investor (i.e. business angel or venture capital/private equity).

### C. Rationale of the Course:

Entrepreneurial finance aims at providing students with profound understanding of financial activities in a new venture setting. The content of this course will demonstrate students the application of financial and economic theories in various start-up decision making, ranging from funding to capital budgeting decisions. New ventures are usually heavily constrained by limited resources and high levels of uncertainty, which make entrepreneurial financial management a very important discipline. Students will be highly benefited from learning about financial forecasting, tools to assess current performance and start-up company valuation etc.

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

The major objectives of this course are to:

1. Discuss the ethics, managerial and fundamentals of new venture financial management.
2. Demonstrate the application of financial theories in financial management decision making process.
3. Explain the process of valuation and working capital management of new ventures.
4. Discuss the capital budgeting techniques for new project using the weighted average cost of capital.
5. Introduce students with risk management tools used in a start-up setting.

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

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

SL.	CLO Description
<b>CLO1</b>	Evaluate different types of funding sources available for start-ups based on their cost of fund and the financial performances.
<b>CLO2</b>	Explain the financial attributes angel investors seek from a new venture.
<b>CLO3</b>	Illustrate risk management strategies to eliminate or minimize risk faced by new ventures at different stages of their life.
<b>CLO4</b>	Apply various financial forecasting and budgeting techniques in different start-up context
<b>CLO5</b>	Appraise new venture projects using appropriate discount rate.

**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 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>● <b>Overview</b> <ul style="list-style-type: none"> <li>○ Introduction to the course</li> <li>○ Concept of Entrepreneurial finance</li> <li>○ The entrepreneurial environment</li> <li>○ External and internal environmental elements</li> <li>○ Entrepreneurial process</li> <li>○ Financing through venture life cycle</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Case	CLO1
2	<b>Organizing and Financing new venture</b> <ul style="list-style-type: none"> <li>○ Forms of business organization</li> <li>○ Choosing the form of organization</li> <li>○ Seed, start-up and first round financing sources</li> <li>○ Financial bootstrapping</li> <li>○ Business Angel funding</li> </ul>	Lecture, Notes, Discussions	Homework Quiz	CLO1
3	<b>Measuring financial performance</b> <ul style="list-style-type: none"> <li>○ Business asset, liabilities and equities</li> <li>○ Financial Statements</li> <li>○ Operating Break-even analysis</li> <li>○ Ratio analysis</li> <li>○ Conversion period ratios</li> <li>○ Industry comparable ratio analysis</li> </ul>	Lecture, Notes, Discussions		CLO1

<b>4</b>	<b>Financial Planning: short term, Long term</b> <ul style="list-style-type: none"> <li>○ Financial planning throughout the venture's life cycle</li> <li>○ Short term cash planning tools</li> <li>○ Systematic forecasting</li> <li>○ Estimating sustainable sales growth rate</li> <li>○ Forecasting sales</li> <li>○ Projected income statement</li> <li>○ Projected Balance Sheet</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Using Excel	Group Work, In-class Exercises	CLO4
<b>5</b>	<b>Types and cost of Financial Cost</b> <ul style="list-style-type: none"> <li>○ Implicit and explicit financial capital cost</li> <li>○ Determining cost of debt capital</li> <li>○ Estimating cost of equity capital</li> <li>○ Sources and cost of equity venture capital</li> <li>○ Weighted average cost of capital</li> </ul>	Lecture, Notes, Discussions  Quiz	Group Work	CLO1
<b>6</b>	<b>Valuing early-stage ventures</b> <ul style="list-style-type: none"> <li>○ Basics mechanics of valuation</li> <li>○ Required vs. surplus cash</li> <li>○ Developing projected financial statement for DCF valuation</li> <li>○ Accounting vs. equity valuation cash flow</li> </ul> <b>Venture capital valuation model</b> <ul style="list-style-type: none"> <li>○ Basic cash flow-based equity valuation</li> <li>○ Basic venture capital valuation methods</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises		CLO5
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Exam</b></li> </ul>			

<b>8</b>	<b>Venture Capital Valuation Method</b> <i>(Continued)</i> <ul style="list-style-type: none"> <li>○ Earning multipliers and discounted dividends</li> <li>○ Adjusting VCSCs for multiple round</li> </ul>	Lecture, Notes, Discussions, In-class Exercise	Group Project Guideline Discussion, Homework	CLO5
<b>9</b>	<b>Professional Venture capital</b> <ul style="list-style-type: none"> <li>○ Historical traits of personal venture capital</li> <li>○ Professional venture investment cycle</li> <li>○ Determining fund objectives and policies</li> </ul>	Lecture, Notes, Discussions	Homework  Group Project	CLO3, CLO5
<b>10</b>	<b>Other Financing alternatives</b> <ul style="list-style-type: none"> <li>○ Facilitators, consultants and intermediaries</li> <li>○ Commercial and venture bank lending</li> <li>○ Other government financing alternatives in Bangladesh</li> <li>○ Mortgage lending</li> <li>○ Traditional and venture leasing</li> <li>○ Direct public offer</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Individual Assignment, Quiz	CLO1
<b>11</b>	<b>Security structure and Determining Enterprise value</b> <ul style="list-style-type: none"> <li>○ Common stock or common equity</li> <li>○ Preferred stock or preferred equity</li> <li>○ Convertible preferred</li> <li>○ Conversion value protection</li> <li>○ Conversion price formula</li> <li>○ Market price formula</li> <li>○ Convertible debt</li> </ul>	Lecture, Notes, Discussions  Case Study	Homework submission	CLO3, CLO4

<b>12</b>	<b>Harvesting the business venture Investment</b> <ul style="list-style-type: none"> <li>○ Planning an exit strategy</li> <li>○ Valuation of equity or enterprise</li> <li>○ Systematic liquidation</li> <li>○ Outright sale</li> <li>○ Going public</li> <li>○ Post IPO trading</li> </ul>	Lecture, Notes, Discussions  Case Study	Case Study Discussion  Assignment Submission	CLO2, CLO3
<b>13</b>	<b>Financial troubled Ventures</b> <ul style="list-style-type: none"> <li>○ Financial Distress</li> <li>○ Resolving financial distress situations</li> <li>○ Private workout</li> <li>○ Bankruptcy liquidation</li> </ul>	Lecture, Notes, Discussions,	Group Project Presentation	CLO2, CLO3
<b>14</b>	<b>Overview of Venture capital industry in Bangladesh</b>  <b>Review of final exam</b>	Guest Lecturer, class discussion	Final Exam	CLO1

## FIN657 Financial Technology (FinTech)

### A. Course General Information:

<b>Course Code:</b>	FIN657
<b>Course Title:</b>	Financial Technology (FinTech)
<b>Credit Hours:</b>	03
<b>Contact Hours/Week:</b>	03
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for concentration in Finance
<b>Prerequisites:</b>	FIN620 Corporate Financial Strategy
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to enable students with the necessary tools to understand the complex interaction of finance, technology and regulation. It focuses on the recent development and concerns

of FinTech and its impact on the stakeholders in the context of global economy. Major topics of FinTech, including Blockchain, Cryptocurrencies, Digital and alternative Finance, Big Data, Machine Learning, Neural Network, and Algorithmic Trading.

**C. Rationale of the Course:**

This intermediate-level concentration/specialization course is an elective for learners with a major in Finance discipline. It builds on the knowledge and skills developed in the prerequisite course – BUS526 - Financial Systems and Managerial Finance. All MBA learners in the Finance discipline are expected to gain intermediate-level knowledge of recent technological developments and demonstrate the uses of FinTech in emerging markets - a significant area of Finance discipline and a primary 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 current trends, challenges and opportunities in FinTech, including the importance of distributed ledger technology and electronic currencies.
2. Explain the importance of financial intermediation and the use of money in financial technology.
3. Describe the relevance of capital and investment processes within FinTech, especially in terms of equity crowdfunding and peer-to-peer platforms.
4. Familiarize students with the role of emerging markets in and social impact of FinTech.
5. Describe to students the importance of Artificial Intelligence, Big Data, and analytics techniques to critically analyze information and propose solutions.

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

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

SL.	CLO Description
<b>CLO1</b>	Describe the current trends and themes of FinTech and the importance of blockchain and cryptocurrencies.
<b>CLO2</b>	Identify various challenges and opportunities from recent innovations and investments in FinTech.
<b>CLO3</b>	Describe the innovative FinTech solutions that are transforming the financial services sector.
<b>CLO4</b>	Apply and critically evaluate theories of capital and investment processes within FinTech.
<b>CLO5</b>	explain the impact of FinTech on society and the role of emerging markets.
<b>CLO6</b>	Analyze information and propose solutions by using recent developments like Artificial Intelligence, Big Data.



<b>CLO7</b>	Demonstrate familiarity with and application of the FinTech ecosystem in the coming days.
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**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>			✓			✓			
<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>	<ul style="list-style-type: none"> <li>● <b>Introduction</b></li> <li>● <b>An Overview of Financial Technology (FinTech)</b> <ul style="list-style-type: none"> <li>○ What is FinTech?</li> <li>○ Banking and the E-Book Moment</li> <li>○ The Shifting Financial Landscape</li> <li>○ The Challenge to the Banks</li> <li>○ The Future for the Banking Sector</li> <li>○ FinTech in the Developing World</li> <li>○ Current Trends in Financial Technology</li> </ul> </li> </ul>	Short video clips explaining FinTech, Lecture, discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO2

2	<ul style="list-style-type: none"> <li>● <b>FinTech Themes</b> <ul style="list-style-type: none"> <li>○ Think of collaboration</li> <li>○ Global Compliance is Key</li> <li>○ Lending (Capital) in the 21st Century</li> <li>○ The Next Big Innovation in FinTech – Identity</li> <li>○ Tech Giants Becoming Non-Bank Banks</li> <li>○ User Experience (UX) in FinTech</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Emerging Markets and Social Impact</b> <ul style="list-style-type: none"> <li>○ FinTech in the Banking Industry</li> <li>○ The Rise of the Rest in FinTech</li> <li>○ Smartphones, FinTech, and Education – Helping the Unbanked Reach Financial Inclusion</li> <li>○ The Social Impact of FinTech in different countries</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO5
4	<ul style="list-style-type: none"> <li>● <b>FinTech Solutions</b> <ul style="list-style-type: none"> <li>○ Rewiring the Deal – The Path Forward for B2B Supply Chains</li> <li>○ Payments and Point of Sales (POS) Innovation</li> <li>○ Predictive Algorithms</li> <li>○ Big Data is the Cornerstone of Regulatory Compliance Systems</li> <li>○ FinTech Solutions in Complex Contracts Optimization</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>FinTech Solutions</b> <ul style="list-style-type: none"> <li>○ Behavioral Biometrics – A New Era of Security</li> <li>○ Ultra-Fast Text Analytics in Trading Strategies</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Algorithmic Trading</li> <li>○ Regulated Crowdfunding Ecosystems</li> <li>○ Remittances – International FX Payments at Low Cost</li> <li>○ FinTech Solutions for Small Businesses</li> <li>○ FinTech Solutions Benefiting other Sectors</li> </ul>			
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>The Role of AI in Banking</b> <ul style="list-style-type: none"> <li>○ Overview</li> <li>○ Deep learning: How computers mimic the human brain</li> <li>○ Robo-advisors, robo-everything</li> <li>○ A bank account that is smarter than your bank</li> <li>○ Where automation will strike first</li> <li>○ Redefining the role of humans in banking</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO6
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Embedded Banking</b> <ul style="list-style-type: none"> <li>○ Overview</li> <li>○ Friction isn't valuable in the new world</li> <li>○ New experiences don't start in the branch</li> <li>○ Advice, when and where you need it</li> <li>○ Information asymmetry and AI</li> <li>○ AIs that are better at budgeting than your accountant</li> <li>○ Mixed reality and its impact on banking</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO2, CLO3

9	<ul style="list-style-type: none"> <li>● <b>Crypto-currencies and Blockchains</b> <ul style="list-style-type: none"> <li>○ Overview</li> <li>○ Meets Digital Finance and Mobile Value Exchange</li> <li>○ The Internet of Money: A Radical New Business Model</li> <li>○ Digital Asset Management and Value Exchange</li> <li>○ Hybrid Digital Finance Platform Convergence</li> <li>○ Digital Currencies and Mobile Transactions</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO1, CLO5, CLO7
10	<ul style="list-style-type: none"> <li>● <b>Crypto-currencies and Blockchains</b> <ul style="list-style-type: none"> <li>○ How Does Digital Currency Work?</li> <li>○ Emerging digital currencies</li> <li>○ Bitcoin and cryptocurrencies on a surge</li> <li>○ Bitcoin 2.0 and Future Trends</li> <li>○ Is this a global capital markets evolution?</li> <li>○ The structural implications of DLT</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO1, CLO5, CLO7
11	<ul style="list-style-type: none"> <li>● <b>Capital and Investment</b> <ul style="list-style-type: none"> <li>○ Investment and Capital – Back to Basics</li> <li>○ Building an Investable Platform</li> <li>○ Angel Investing – Access to “Smart Money” to Fund the Best FinTech Companies</li> <li>○ Crowdfunding and Marketplace (P2P) Lending – Online Capital Marketplaces</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> <li>○ Leading the Way with an Investor-led Approach to Crowdfunding</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Enterprise Innovation</b> <ul style="list-style-type: none"> <li>○ Can Banks Innovate?</li> <li>○ The Innovation Lab is the Answer?</li> <li>○ FinTech and Banks – Collaboration is Key</li> <li>○ Transaction or Specialized Banks</li> <li>○ Partnerships Are the Key to Addressing Financial and Digital Exclusion</li> <li>○ Collaborative Partnerships are the Key to Digital and Financial Inclusion</li> <li>○ Corporate Venture Capital</li> <li>○ Big Data</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Quiz, Final Exam	CLO3, CLO7
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>The Future of FinTech</b> <ul style="list-style-type: none"> <li>○ How Emerging Technologies Will Change Financial Services</li> <li>○ Many Opportunities for FinTech Are Yet to be Explored</li> <li>○ The Future of Financial Services</li> <li>○ Banking on Innovation Through Data</li> <li>○ Why FinTech Banks Will Rule the World</li> <li>○ The FinTech Supermarket</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Review Quiz, Final Exam	CLO6, CLO7
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>The Future of FinTech</b> <ul style="list-style-type: none"> <li>○ The Rise of BankTech – The Beauty of a Hybrid Model for Banks</li> <li>○ FinTech Impact on Retail Banking</li> <li>○ Embracing the Connected API Economy</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Article review	Review Quiz, Final Exam	CLO6, CLO7

	<ul style="list-style-type: none"> <li>○ Eliminating Friction in Customers' Financial Lives</li> <li>○ FinTech is the Future Itself</li> <li>○ A Future Without Money</li> <li>○ Ethics in FinTech?</li> </ul>			
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## FIN666 Contemporary Issues in Finance

**Course Code and Title:** FIN666 Contemporary Issues in Finance

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, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

HRM620 Strategic Human Resource Management

### A. Course General Information:

<b>Course Code:</b>	HRM620
<b>Course Title:</b>	Strategic Human Resource Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Advanced Core Course in the MBA Program
<b>Type:</b>	Mandatory Course
<b>Prerequisites:</b>	BUS527 Organizational Behavior, Leadership and Ethics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to study how strategic thinking can be applied to Human Resource Management. It covers the advanced topics in Human Resource Management and their strategic application in an organization from a manager's perspective. It deals with how organizations can integrate HR strategies into organizational strategies and vice versa. It deals with contemporary issues in Human Resource Management. It provides students a comprehensive and elaborate review of

essential HRM concepts, techniques and ideas to enhance their knowledge base and open their minds in the relevant field.

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

This foundation level course is required for all learners wishing to do MBA. Learners 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 the HR based solutions to the management, keeping the top-level management's challenges in mind. It is important that a modern-day HR professional inhibit this mindset as the traditional HR roles are already deemed redundant by the organization.

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

This course is about how to make a positive impact in organizations using Strategic Human Resources Management. Students should be able to answer the following concerns after successfully completing this course:

1. Create a human resource strategic plan that allows implementation of the business strategies.
2. Demonstrate 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 these policies and to achieve competitive advantage.
4. Familiarize with the evolving nature of human resource management in becoming a strategic partner in organizations.
5. Provide understanding of the HR Information Systems effectively for managerial decision-making.

### **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 how the 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, demographic change and internationalization.
<b>CLO3</b>	Analyze real-world business problems through cases and term papers and present an HR-based solution in 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 centre;

<b>CLO5</b>	Demonstrate how the traditional works of HRM (Like: HR planning, training, staffing, and compensation) can be used to solve problems and make sound decisions within the strategic contexts of the organization.
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**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 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></li> <li>Strategic view of Human resources management</li> <li>HR value chain</li> <li>Types of organization asset</li> <li>Sources of employee value</li> <li>Investment orientation</li> <li>Effective HRM practices</li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment 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>○ Major factors affecting HRM</li> <li>○ Technology Changes for HRM</li> <li>○ Workforce demographic changes and diversity</li> <li>○ Ethical behaviour</li> <li>○ CSR</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment 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>○ Strategic HRM</li> <li>○ Strategic management process</li> <li>○ Models of Strategy</li> <li>○ Business unit strategy</li> <li>○ Corporate strategy</li> <li>○ 5p model of SHRM</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment 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>○ Ulrich's model of HR function</li> <li>○ Traditional vs Strategic HR</li> <li>○ HR roles in knowledge-based economy</li> <li>○ Antecedents and consequences of employee engagement</li> <li>○ Outsourcing and remodelling of HRM</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment 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>○ Definition of HRP</li> <li>○ Types of proactive and reactive HR</li> <li>○ Strategic levels of HR</li> <li>○ Types of planning</li> <li>○ Forecasting demand and supply</li> <li>○ Balancing workforce supply and demand</li> <li>○ Succession planning</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment 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>○ Design of work systems</li> <li>○ Five core job characteristics</li> <li>○ The employee life cycle</li> <li>○ Types of task interdependence</li> <li>○ Redesigning of work: Offshoring, outsourcing, Mergers and acquisition</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving, Group work	Assignment Quiz, Midterm Exam, Final Exam	CLO1, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b></li> </ul>		Midterm Examination	
7	<ul style="list-style-type: none"> <li>● <b>Staffing</b> <ul style="list-style-type: none"> <li>○ Role of staffing in strategy</li> <li>○ Lepak and Snell quadrant</li> <li>○ Recruiting: Temporary vs permanent employees</li> <li>○ Recruiting: Internal vs external employees</li> <li>○ Recruiting: Active vs passive recruiting</li> <li>○ Methods of strategic recruiting</li> <li>○ Issues related to recruitment and selection</li> <li>○ New trends in recruiting and selection</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment Quiz, Final Exam	CLO1, CLO5

8	<ul style="list-style-type: none"> <li>● <b>Training and development</b> <ul style="list-style-type: none"> <li>○ Differences between training and development</li> <li>○ Centralized vs decentralized training</li> <li>○ Personalizing and strategizing training</li> <li>○ Organizational development</li> <li>○ Strategies that Impact the Transfer of Learning</li> <li>○ PDCA checklist for training</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Performance Management and Feedback</b> <ul style="list-style-type: none"> <li>○ Performance feedback vs performance appraisal</li> <li>○ Strategic management in performance appraisal systems</li> <li>○ Measures of evaluation</li> <li>○ Why performance management system fails</li> <li>○ Strategies for improving performance appraisal system</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Compensation</b> <ul style="list-style-type: none"> <li>○ Importance of compensation</li> <li>○ Compensation system</li> <li>○ Equity theory of motivation and its strategic significance</li> <li>○ Job evaluation for determining compensation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Employee Relations</b> <ul style="list-style-type: none"> <li>○ Decline of union membership</li> <li>○ Why employees unionize</li> <li>○ Alternative forms of representation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term Project, 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>○ Causes of employee turnovers</li> <li>○ Workforce management strategies</li> <li>○ Performance replaceability strategy matrix</li> <li>○ Outcomes of Managed Turnover and Retention</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Global Human Resource Management</b> <ul style="list-style-type: none"> <li>○ Requirements of International HRM</li> <li>○ Strategies for expanding internationally</li> <li>○ Hofstede's culture difference dimensions</li> <li>○ Hall's model of cultural differences</li> <li>○ Determining expatriate compensation</li> <li>○ Repatriation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Term Project, Quiz, Final Exam	CLO2, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Group Presentation and Review</b></li> </ul>			

## HRM650 Strategic HRM and application of integrated organizational models

### A. Course General Information:

<b>Course Code:</b>	HRM650
<b>Course Title:</b>	Strategic HRM and application of integrated organizational models
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in MBA Program
<b>Type:</b>	Elective in concentration of HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to study how Strategic Human Resource Management can be applied into building organizational competitive advantages. The course focuses on linking Strategic human resource management with organizational competitiveness for sustainability. It deals with contemporary issues in Human Resource Management such as innovation management, globalization and the management of diversity. It enhances the student's KSA and its applicability in an elaborate manner of essential HRM concepts, techniques and ideas.

**C. Rationale of the Course:**

This is a required course for the MBA students since this provides extensive understanding about the SHRM in the organizational contexts and how SHRM works along with all the SHRM matrices in any organization depending on the external and internal factors. The course also highlights the good governance area which is related to SHRM and how in the global arena SHRM makes an impact.

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

The major learning objectives of the course are to:

1. Discuss the techniques to identify the competitive advantages of an organization
2. Clarifies the applications and matrices of competitive advantages
3. Explain the links between organizational competitiveness, strategy and sustainability
4. Initiate the innovation management techniques and relate that with the HRM models as well as the contemporary issues of HRM
5. Develop integrated models and its applications of the HRM concepts, techniques and ideas in the Global Context.

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

Upon successful completion of this course, students will be able to

SL.	CLO Description
<b>CLO1</b>	Differentiate between the HR concepts strategies and the applicability in distinct organizations
<b>CLO2</b>	Apply the understanding about org's competitive advantage and the org's positions
<b>CLO3</b>	Analyze and apply various matrices like IFE matrix, EFE matrix, SWOT analysis, BPM matrix, CA plotting etc.
<b>CLO4</b>	Evaluate the diversified managerial theories in the global context such as innovation management.

<b>CLO5</b>	Assess and comprehend the detailed know-how of integrated models and its applications of the HRM concepts, techniques and ideas in the Global Context.
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

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

Week	Topics	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>○ Introduction to SHRM</li> <li>○ Organization's Factors</li> <li>○ Competitive Advantage</li> <li>○ OB Model</li> <li>○ 3 layers and connections</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Survey on Background and Knowledge</li> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO3, CLO4, CLO5

2	<ul style="list-style-type: none"> <li>● <b>CA Matrices</b> <ul style="list-style-type: none"> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> </ul> </li> <li>● <b>Space Matrices</b> <ul style="list-style-type: none"> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> <li>○ Algorithm</li> <li>○ Matrix transformation</li> </ul> </li> </ul>	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2, CLO4
3	<ul style="list-style-type: none"> <li>● <b>External Factors Versus Internal Factors</b> <ul style="list-style-type: none"> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> <li>○ Algorithm</li> </ul> </li> </ul>	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>EFEX Matrix</b> <ul style="list-style-type: none"> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> <li>○ Algorithm</li> </ul> </li> </ul>	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>IFEX Matrix</b> <ul style="list-style-type: none"> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> <li>○ Algorithm</li> </ul> </li> </ul>	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
6	<ul style="list-style-type: none"> <li>● <b>BPM Matrix</b> <ul style="list-style-type: none"> <li>○ Other Matrices</li> <li>○ Factors</li> <li>○ Company Equations</li> </ul> </li> </ul>	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2

7	<ul style="list-style-type: none"> <li>○ Revision for Midterm</li> <li>○ Project Discussion</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● Midterm</li> </ul>			CLO1, CLO4, CLO5
8	<ul style="list-style-type: none"> <li>● <b>SHRM and Porters' 5 forces Model</b></li> <li>○ 5 forces</li> <li>● <b>SHRM and HRM Functions – Integrations</b></li> <li>○ STREETS function</li> <li>○ Integrative modules</li> <li>○ Soft Systems</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Methods and Frameworks</b></li> <li>○ Harvard</li> <li>○ Michigan</li> <li>○ Contingency</li> <li>○ Outcome</li> <li>○ AMC Framework</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>External VS Internal factors and their impacts</b></li> <li>○ Factors</li> <li>○ Equation</li> <li>○ Plotting</li> <li>○ Algorithm</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> <li>● <b>Ethical Guidelines and Good Governance</b></li> <li>● <b>Ethics, Justice, and Fair Treatment in Human Resource Management</b></li> <li>● <b>Bertrand Russell on Ethics. Similar Dichotomy Characterizes Ethics</b></li> <li>○ Ethical Relationship of a FIRM</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO5



	<ul style="list-style-type: none"> <li>○ Organizational Factors</li> <li>○ Individual Factors</li> <li>○ Implementation ideas for trainer</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Managing SHRM Globally</b> <ul style="list-style-type: none"> <li>○ Comparison Analysis</li> <li>○ Global Challenges</li> <li>○ Cultural Factors</li> <li>○ Economic Systems</li> <li>○ Legal and Industrial Relations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Managing HR Globally</b> <ul style="list-style-type: none"> <li>○ Challenges</li> <li>○ Cultural Factors</li> <li>○ Economic Systems</li> <li>○ Legal and Industrial Relations</li> </ul> </li> <li>● <b>Sustainability and SHRM</b> <ul style="list-style-type: none"> <li>○ Challenges</li> <li>○ Cultural Factors</li> <li>○ Economic Systems</li> <li>○ Legal and Industrial Relations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Task 14</li> </ul>	Quiz Assignment Presentation Final Term	CLO1, CLO5
14	<b>Group presentations and review</b>			

## HRM651 Performance Appraisal System

### A. Course General Information:

<b>Course Code:</b>	HRM651
<b>Course Title:</b>	Performance Appraisal System
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in HRM

<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

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

This course aims to critically assess the concepts on Performance Appraisal System and diverse methods related to this core HRM function. It scrutinizes job holders' (employees', labors and managerial leads) job descriptions, job specifications and their deliverables that is significantly related to their intrinsic motivation. The course also focuses on the structures of industrial relations, government regulations, labor market along with the market analysis and its impact on the performances of the employees in organizational context. Performance appraisal system dives into the smart targets along with the developmental requirements of those and carrying out those with constructive feedback from various ends.

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

Students will be comprehensively learning about various Performance Appraisal System. Students can be learning, understanding and perceiving the applicability about the HRM functions like recruitment and selection, training and development, compensation employee services, performance appraisal, personnel records, to retirement of the employees. Students will be understanding how to relate these functions with the organizational behavioral model and organizational strategies. They will also get the basic know-how of labor law protocols along with comprehending the HRM practices and policies and can relate those in the Global context.

#### **D. Course Objective:**

The major learning objectives of the course are to

1. Educate the functional knowledge regarding Performance appraisal system along with its distinct approaches, types and objectives in the organizational context
2. Familiarize with various methods of performance appraisal system and their usages in distinct organizational context
3. Reveal the accumulation the targets as per job descriptions and job specifications while synthesizing those with the reward system for motivational purposes
4. Explain how to assimilate and synthesize the appraisal system with the compensation packages

5. Build student's knowledge about the differentiation between the motivational factors both the internal and external ones those affect the performances of the employees in the organizational context
6. Guide students on how to perceive the sustainability dimensions regarding performances of the employees in the Global context.

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

Upon successful completion of this course, students will be able to

SL.	CLO Description
<b>CLO1</b>	Apply detailed analysis of the functional knowledge regarding Performance appraisal system along with its distinct approaches, types and objectives in the organizational context
<b>CLO2</b>	Exhibit the critically learnt and adopted methods of performance appraisal system and their usages in distinct organizational context through case studies or projects
<b>CLO3</b>	Measure the targets as per job descriptions and job specifications and know the methods to synthesize those with the reward system for motivational purposes
<b>CLO4</b>	Synthesize the appraisal system with the compensation packages
<b>CLO5</b>	Critically differentiate between the motivational factors and employees' performances to distinctly perceive these significances of the organizational context
<b>CLO6</b>	Evaluate the sustainability dimensions regarding performances of the employees in the Global context and comprehend the implications

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2		✓							
CLO3					✓				
CLO4				✓					
CLO5						✓			

CLO6			✓						
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**G. Course plan specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:**

Week	Topics	Teaching Strategy	Learning	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introductions</b> <ul style="list-style-type: none"> <li>○ Performance Appraisal</li> <li>○ Research and Practice</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Survey Background Knowledge</li> <li>● Lecture Discussions</li> </ul>	on and and	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO3. CLO4
2	<ul style="list-style-type: none"> <li>● <b>Performance Appraisal Approaches and Types</b> <ul style="list-style-type: none"> <li>○ Job descriptions</li> <li>○ Job specifications</li> <li>○ Targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture Discussions</li> </ul>	and	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Performance Appraisal Objectives and Goals</b> <ul style="list-style-type: none"> <li>○ Job descriptions</li> <li>○ Job specifications</li> <li>○ Targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture Discussions</li> </ul>	and	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Project Discussion and Instruction</b> <ul style="list-style-type: none"> <li>○ FGD</li> <li>○ Survey</li> <li>○ In-Depth Interview</li> <li>○ Qualitative Methods and Paradigms</li> <li>○ Quantitative Methods</li> <li>○ Develop the Module</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture Discussions</li> <li>● Classroom Activity</li> </ul>	and	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2

5	<ul style="list-style-type: none"> <li>● <b>Four Key Challenges to PA</b> <ul style="list-style-type: none"> <li>○ Challenges</li> <li>○ Linking Key PA challenges with strategy and organizational goals</li> <li>○ Linking Key PA challenges with individual <b>employee goals</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Assignment. Quiz, Midterm Exam, Final Exam	
6	<ul style="list-style-type: none"> <li>● <b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>○ Critical Incident</li> <li>○ Behavioral Observation</li> <li>○ Forced Distribution</li> <li>○ Management by Objectives (MBO)</li> <li>○ TQM</li> <li>○ 360 degrees</li> <li>○ Rating Scales</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> <li>● <b>Review for Midterm Exam</b></li> <li>● <b>Midterm Examination</b></li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Midterm Exam	
8	<ul style="list-style-type: none"> <li>● <b>Obtaining Information and Evaluating Performance</b> <ul style="list-style-type: none"> <li>○ Rating Scales</li> <li>○ Rating Trainer</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Activity</li> </ul>	Assignment. Quiz, Term project, Final Exam	CLO2, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>How Context Influences Performance Appraisal</b></li> <li>● <b>How Organizations Apply Performance Appraisal</b> <ul style="list-style-type: none"> <li>○ Contextual Factors</li> <li>○ 5 factors</li> <li>○ 7 Significances</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Assignment. Quiz, Term project, Final Exam	CLO2, CLO3, CLO4

10	<ul style="list-style-type: none"> <li>● <b>Giving and Receiving Feedback mechanisms</b> <ul style="list-style-type: none"> <li>○ Pay Level Survey</li> <li>○ Pay Level Structure</li> <li>○ Pay Level Strategy</li> </ul> </li> </ul>	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Dealing with reactions and attitudes</b> <ul style="list-style-type: none"> <li>○ Industrial Case Studies</li> <li>○ Bangladeshi and Multi-Countries'</li> </ul> </li> </ul>	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	
12	<ul style="list-style-type: none"> <li>● <b>Evaluating Performance Ratings</b> <ul style="list-style-type: none"> <li>○ Building Better Performance Appraisal Systems</li> <li>○ Sustainability in PAS</li> </ul> </li> </ul>	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO1, CLO5. CLO6
13	<ul style="list-style-type: none"> <li>● <b>Continual Improvement</b></li> <li>● <b>The Future of Evaluation in Performance Improvement</b> <ul style="list-style-type: none"> <li>○ Evaluation and Measurement in performance improvement today</li> </ul> </li> </ul>	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	
14	<b>Group Presentation and Review</b>		Group Activity	

## HRM652 Human Resource Planning Policies and Staffing

### A. Course General Information:

<b>Course Code:</b>	HRM652
<b>Course Title:</b>	Human Resource Planning Policies and Staffing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program

<b>Type:</b>	Mandatory elective course for Major in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

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

The primary objective of this course is to provide a deeper understanding of the essential elements of manpower Planning or human resource planning (HRP) process in organizations. Learners will acquire knowledge in analyzing, assessing and programming for human resource requirements of organizational business plans and strategies relating to attraction, development and retention of employees. The course will also be the avenue to understand practical ideas regarding different generational employees. Quantitative as well as qualitative concepts, approaches and techniques are emphasized in this course for the greater understanding relating to the HRM policies and staffing.

#### **C. Rationale of the course**

This course has been prepared for the development of theoretical and practical idea on management and organizational behavior concepts. Organizations gain sustainable competitive advantage through people thus making Human Resources Management an important partner in the strategic planning and decision-making process. Thus, this course will facilitate a bridge between the HRM and the HRP functions for the learners from professional settings. The students will gain a deeper practical understanding of the Strategic Human Resource Planning Process and its importance for the organization.

#### **D. Course Objectives (COS)**

The major objectives of this course are to:

1. Explain the benefits of strategic human resource planning and determining the HR demand and ascertaining HR supply
2. Familiarize HRP processes aligning with business short and long-term strategies
3. Interpret the environmental and technological factors such as the economy, competition, legislation and information technology affecting the Human Resources Planning
4. Familiarize HR topics which are related to HR Planning including; job analysis, HR forecasting, succession planning, downsizing and restructuring, international HRM.
5. Explain how effective HRP can contribute to the overall success of the organization in international contexts

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

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Recognise the benefits of strategic human resource planning and determining the HR demand and ascertaining HR supply

<b>CLO2</b>	Assess different HRP Processes aligned with business strategies
<b>CLO3</b>	Evaluate the environmental and technological factors such as the economy, competition, legislation and information technology affecting the Human Resources Planning
<b>CLO4</b>	Analyze various HR topics which are related to HR Planning including; job analysis, HR forecasting, succession planning, downsizing and restructuring, international HRM.
<b>CLO5</b>	Assess the impact of HRP on overall organizational success in international contexts

**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 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>Strategic Management</b> <ul style="list-style-type: none"> <li>Strategic Management at The Bay</li> <li>A Need for Strategic HRM</li> <li>Strategy</li> <li>Strategic Types</li> <li>Corporate Strategies</li> <li>Business Strategies</li> <li>The Strategic Planning Process</li> <li>Analyze the External Environment</li> <li>Identify the Competitive Advantage</li> <li>Determine the Competitive Position</li> </ul> </li> </ul>	Discussion  Case Study  Articles	Quiz Presentation Mid-term Group work Individual Assignment Presentation	CLO1



	<ul style="list-style-type: none"> <li>○ Implement the Strategy</li> <li>○ Evaluate the Performance</li> <li>○ Benefits of Strategy Formulation</li> </ul>			
2	<ul style="list-style-type: none"> <li>● <b>Aligning HR with Strategy</b> <ul style="list-style-type: none"> <li>○ Strategic HRM</li> <li>○ Theories of the Strategic Management of Human Resources</li> <li>○ HRM Making Strategic Contributions</li> <li>○ The Contingency Perspective 32</li> <li>○ Behavioural Theory</li> <li>○ Strategic HR Planning</li> <li>○ The Importance of Strategic HR Planning</li> <li>○ Improved Goal Attainment</li> <li>○ Linking HR Processes to Strategy</li> <li>○ Corporate Strategy Leads to HR Strategy</li> <li>○ HR Competencies Lead to Business Strategy</li> <li>○ Reciprocal Interdependency Between HR Strategy and Business Strategy</li> <li>○ HR Becomes a Business</li> <li>○ Partner Strategic Partnering</li> <li>○ Becoming More Strategic</li> <li>○ HR Strategy Differentiation</li> <li>○ Characteristics of an Effective HRM Strategy</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	CLO2
3	<ul style="list-style-type: none"> <li>● <b>Outsourcing</b> <ul style="list-style-type: none"> <li>○ Outsourcing 3</li> <li>○ Outsourcing HRP Functions</li> <li>○ The Rationale for Outsourcing</li> <li>○ Financial Savings</li> <li>○ Strategic Focus</li> <li>○ Advanced Technology</li> <li>○ Improved Service</li> <li>○ Specialized Expertise</li> <li>○ Organizational Politics</li> <li>○ Benefits to Canada</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	CLO1

	<ul style="list-style-type: none"> <li>○ Risks and Limitations of Outsourcing</li> <li>○ Projected Benefits versus Actual Benefits</li> <li>○ Service Risks</li> <li>○ Employee Morale</li> <li>○ Security Risks</li> <li>○ Reduced Value</li> <li>○ Management of Outsourcing</li> <li>○ Selecting the Vendor Negotiating the Contract</li> <li>○ Monitoring the Arrangement Policy Options to Limit Outsourcing</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Environmental Influences on HRM</b></li> <li>○ Environmental Scanning at GM</li> <li>○ Introduction</li> <li>○ Environmental Scanning Sources and Methods</li> <li>○ Sources of Information</li> <li>○ Methods of Forecasting</li> <li>○ Competitive Intelligence</li> <li>○ Challenges in Environmental Scanning</li> <li>○ Isolating the Critical from the Insignificant</li> <li>○ Environmental factors</li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	<p>CLO3</p> <p>CLO5</p>
5	<ul style="list-style-type: none"> <li>● <b>The HR Forecasting Process</b></li> <li>○ What Is HR Forecasting?</li> <li>○ The Strategic Importance of HR Forecasting 81 Increasing Organizational Flexibility</li> <li>○ Ensuring a Close Linkage to the Macro Business Forecasting Process</li> <li>○ Ensuring That Organizational Requirements Take Precedence Over Issues of Resource Constraint and Scarcity</li> <li>○ The Value of Human Capital to the Firm</li> <li>○ Generic Human Capital</li> <li>○ Firm-Specific Human Capital</li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	<p>CLO2</p> <p>CLO5</p>

	<ul style="list-style-type: none"> <li>○ Human Capital Stock and Flows</li> <li>○ Key Human Capital Analysis Conducted by HR Forecasters</li> <li>○ Strategic Forecasting</li> <li>○ The Forecasting Process and Methods</li> <li>○ Environmental and Organizational Factors Affecting HR Forecasting</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Determining HR Demand</b> <ul style="list-style-type: none"> <li>○ Increase in Uncertainty Around the Demand for Labour in Canada</li> <li>○ Forecasting Demand</li> <li>○ Certainty in Forecasting</li> <li>○ Volume and Complexity of Available Data</li> <li>○ Quantitative Methods</li> <li>○ Trend/ Ratio Analysis</li> <li>○ Time Series Models</li> <li>○ Regression Analysis</li> <li>○ Structural Equation Modelling</li> <li>○ Qualitative Forecasting Techniques</li> <li>○ Management Survey</li> <li>○ Scenario Planning</li> <li>○ Delphi Technique</li> <li>○ Nominal Group Technique</li> <li>○ HR Budgets/ Staffing Tables</li> <li>○ Combining Quantitative and Qualitative Methods</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	<p>CLO2</p> <p>CLO4</p>
7	<ul style="list-style-type: none"> <li>● <b>Change Management</b> <ul style="list-style-type: none"> <li>○ Understand organizational change.</li> <li>○ Role of change as part of organizational planning.</li> <li>○ Steps of a generic change project.</li> <li>○ Process of planned change.</li> <li>○ Emergent change occurs.</li> <li>○ Principles of a learning organization.</li> <li>○ Principles of a learning organization</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Mid-term</p> <p>Group work</p> <p>Individual Assignment</p>	<p>CLO2</p> <p>CLO4</p>
	<b>Midterm Examination</b>			

8	<ul style="list-style-type: none"> <li>● <b>Ascertaining HR Supply</b> <ul style="list-style-type: none"> <li>○ Aboriginal People: A Growing Labour Source</li> <li>○ Segmenting the Internal Supply of Human Capital</li> <li>○ HR Supply Programs</li> <li>○ The Role of Employers in Influencing Supply</li> <li>○ Other Labour Pools</li> <li>○ Influence of Government Programs</li> <li>○ HR Retention Programs</li> <li>○ Methods for Modelling the Supply of Human Capital</li> <li>○ Skills and Management Inventories</li> <li>○ Markov Models</li> <li>○ Linear Programming and Simulation Movement Analysis</li> <li>○ Vacancy Model</li> <li>○ Substitution and Other Gap Strategies Managing the Bullwhip Effect</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Group work</p> <p>Individual Assignment.</p> <p>Final exam</p>	<p>CLO3</p> <p>CLO5</p>
9	<ul style="list-style-type: none"> <li>● <b>Succession Management</b> <ul style="list-style-type: none"> <li>○ Succession Management at Edwards Life sciences</li> <li>○ Importance of Succession Management</li> <li>○ Evolution of Succession Management</li> <li>○ Broader Focus and Time Horizon</li> <li>○ Talent Pools</li> <li>○ Rating system</li> <li>○ Succession Management Process</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Presentation</p> <p>Group work</p> <p>Individual Assignment.</p> <p>Final exam</p>	<p>CLO1</p>
10	<ul style="list-style-type: none"> <li>● <b>Information Technology for HR Planning</b> <ul style="list-style-type: none"> <li>○ Software for HR Planning</li> <li>○ IT and HRM New Service Delivery Models</li> <li>○ Web-based HR</li> <li>○ Enterprise Portals</li> <li>○ Self-Service 201</li> <li>○ Different Solutions for Different Needs</li> </ul> </li> </ul>	<p>Discussion and Case Study</p>	<p>Quiz</p> <p>Presentation</p> <p>Group work</p>	<p>CLO3</p> <p>CLO5</p>

	<ul style="list-style-type: none"> <li>○ Big Data</li> <li>○ Artificial Intelligence and Machine Learning</li> <li>○ Ethics and Big Data 206 HR Metrics and Workforce Analytics</li> <li>○ Maximizing the Benefits of HR Metrics</li> <li>○ Other Aspects of IT for HR Planning</li> <li>○ Evaluating HR Technology</li> </ul>	Articles	Individual Assignment.  Final exam	
11	<ul style="list-style-type: none"> <li>● <b>Downsizing and Restructuring</b></li> <li>○ Downsizing: A Thing of the Past?</li> <li>○ The Downsizing Phenomenon</li> <li>○ The Future of Work</li> <li>○ Inplacement and Outplacement Issues</li> <li>○ The "Survivors" of Downsizing</li> <li>○ Financial Performance and Downsizing</li> <li>○ The "New Deal" in Employment and the Psychological Contract</li> </ul>	Discussion and Case Study  Articles	Quiz Presentation  Group work  Individual Assignment.  Final exam	CLO1 CLO2
12	<ul style="list-style-type: none"> <li>● <b>Mergers and Acquisitions</b></li> <li>○ Big Is Beautiful</li> <li>○ Mergers and Acquisitions</li> <li>○ The Urge to Merge</li> <li>○ Strategic Benefits Financial Benefits and Management Needs</li> <li>○ Merger Methods</li> <li>○ The Success Rate of Mergers</li> <li>○ Financial Impact</li> <li>○ Impact on Human Resources</li> <li>○ Cultural Issues in Mergers</li> <li>○ HR Issues in MandAs</li> <li>○ HR Planning</li> <li>○ Selection</li> <li>○ Compensation</li> <li>○ Performance Appraisal</li> <li>○ Training and Development</li> <li>○ Labour Relations</li> </ul>	Discussion and Case Study  Articles	Quiz Presentation  Group work  Individual Assignment.  Final exam	CLO2 CLO5
13	<ul style="list-style-type: none"> <li>● <b>Outsourcing</b></li> <li>○ Concept of Outsourcing and HRP</li> <li>○ Reasons for outsourcing functions and programs of outsourcing</li> </ul>	Discussion and Case Study  Individual	Quiz Presentation  Group work	

	<ul style="list-style-type: none"> <li>○ Limitations of outsourcing</li> <li>○ Criteria for managing the outsourcing relationship</li> </ul>	Presentation	Individual Assignment. Final exam	CLO2 CLO5
14	<ul style="list-style-type: none"> <li>● <b>Review and Presentation</b></li> </ul>			CLO2 CLO3

## HRM653 Leadership and Interpersonal Relations

### A. Course General Information:

<b>Course Code:</b>	HRM653
<b>Course Title:</b>	Leadership and Interpersonal Relations
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective course for Major in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course concentrates on the aspiring managerial values and leadership skills. It helps students to become a leader who challenges the process and inspires a shared vision among the organizational members. Students must be able to comprehend the importance of interpersonal relationships by managing people, fostering effective communication, emphasizing stress and conflict management, for effective team building. The course will aid the students to learn to apply the organizational ethics and its importance to build a sustainable organizational culture.

### C. Rationale of the course

This course has been prepared for the development of theoretical and practical idea on management and organizational behavior concepts. Organizations gain sustainable competitive advantage through people thus making Human Resources Management an important partner in the strategic planning and decision-making process. Thus, this course will facilitate to bridge between the HRM and the HRP functions for the learners from professional settings. The students will gain a deeper practical understanding of the Strategic Human Resource Planning Process and its importance for the organization.

#### D. Course Objectives (COS)

The major objectives of this course are to:

1. Familiarize about the managerial values and leadership skills of various sorts
2. Interpret interpersonal relationships by managing people, fostering effective communication
3. Explain processes and strategies in dealing with conflicts and stress management in the company
4. Guide leadership styles for successful leading and managing people in the organization
5. Familiarize leadership theories effective for employee interpersonal relationship development
6. Discuss leadership potentials in change situations maintaining ethical and moral values.

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

SL.	CLO Description
<b>CLO1</b>	Assess leadership values and know about the managerial values and leadership skills of various sorts
<b>CLO2</b>	Evaluate the interpersonal relationships by managing people, fostering effective communication and attribute of better leadership
<b>CLO3</b>	Analyze processes and strategies in dealing with conflicts and stress management in the company and utilising power and influence
<b>CLO4</b>	Identify the sustainable organizational culture for individual and organizational prosperity with greater leadership
<b>CLO5</b>	Apply leadership theories effective for employee interpersonal relationship development
<b>CLO6</b>	Recognise the leadership potentials in the change situations maintaining ethics and values and providing motivation

#### 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>				✓					

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>Understanding Leadership</b> <ul style="list-style-type: none"> <li>○ What Is Leadership?</li> <li>○ Leadership Is Both a Science and an Art</li> <li>○ Leadership Is Both Rational and Emotional</li> </ul> </li> <li>• <b>Leadership and Management 8 Leadership Myths</b> <ul style="list-style-type: none"> <li>○ Myth: Good Leadership Is All Common Sense</li> <li>○ Myth: Leaders Are Born, Not Made</li> <li>○ Myth: The Only School You Learn Leadership from Is the School of Hard Knocks</li> <li>○ The Interactional Framework for Analysing Leadership</li> <li>○ The Leader</li> <li>○ The Followers</li> <li>○ The Situation</li> <li>○ Illustrating the Interactional Framework: Women in Leadership Roles</li> <li>○ There Is No Simple Recipe for Effective Leadership</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Mid-term</p> <p>Presentation</p>	<p>CLO1</p> <p>CLO2</p> <p>CLO5</p>
2	<ul style="list-style-type: none"> <li>• <b>Leadership and Interpersonal skill development</b> <ul style="list-style-type: none"> <li>○ The Action–Observation–Reflection Model</li> <li>○ Interpersonal skill cycle</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p>	<p>Quiz</p> <p>Group Assignment</p>	<p>CLO2</p>



	<ul style="list-style-type: none"> <li>○ The Key Role of Perception in the Spiral of Experience</li> <li>○ Reflection and Leadership Development</li> <li>○ Making the Most of Your Leadership Experiences: Learning to Learn from Experience</li> <li>○ Leader Development in College</li> <li>○ Leader Development in Organizational Settings</li> <li>○ Action Learning</li> <li>○ Development Planning</li> <li>○ Coaching</li> <li>○ Mentoring</li> </ul>	Articles	Individual Assignment Mid-term Presentation	
3	<ul style="list-style-type: none"> <li>● <b>Skills for Developing Yourself as a Leader</b></li> <li>○ Your First 90 Days as a Leader</li> <li>○ Learning from Experience</li> <li>○ Building Technical Competence</li> <li>○ Building Effective Relationships with Superiors</li> <li>○ Building Effective Relationships with Peers</li> <li>○ Development Planning</li> </ul>	Discussion  Case Study  Articles	Quiz Group Assignment Individual Assignment Mid-term Presentation	CLO4
4	<ul style="list-style-type: none"> <li>● <b>Leadership Ethics and Values</b></li> <li>○ Leadership and “Doing the Right Things”</li> <li>○ Ethics and Values-Based Approaches to Leadership</li> <li>○ The Roles of Ethics and Values in Organizational Leadership</li> </ul>	Discussion  Case Study  Articles	Quiz Group Assignment Individual Assignment Mid-term Presentation	CLO5

5	<ul style="list-style-type: none"> <li>● <b>Power and Influence</b> <ul style="list-style-type: none"> <li>○ Power and Leadership <ul style="list-style-type: none"> <li>▪ -Sources of Leader Power</li> <li>▪ -A Taxonomy of Social Power -Expert Power</li> <li>▪ -Referent Power</li> <li>▪ -Legitimate Power</li> <li>▪ -Reward Power</li> <li>▪ -Coercive Power</li> </ul> </li> <li>○ Influence Tactics</li> <li>○ Types of Influence Tactics</li> <li>○ Influence Tactics and Power</li> <li>○ A Concluding Thought about Influence Tactics</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group</p> <p>Assignment</p> <p>Individual</p> <p>Assignment</p> <p>Mid-term</p> <p>Presentation</p>	<p>CLO3</p> <p>CLO5</p>
6	<ul style="list-style-type: none"> <li>● <b>Leadership Attributes and Interpersonal Skill Development</b> <ul style="list-style-type: none"> <li>○ Personality Traits and Leadership</li> <li>○ Personality Types and Leadership</li> <li>○ Intelligence and Leadership</li> <li>○ Emotional Intelligence and Leadership</li> <li>○ Can Emotional Intelligence Be Measured and Developed?</li> <li>○ Implications of Emotional Intelligence</li> <li>○ Processes of developing interpersonal skills</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group</p> <p>Assignment</p> <p>Individual</p> <p>Assignment</p> <p>Mid-term</p> <p>Presentation</p>	<p>CLO2</p>
7	<ul style="list-style-type: none"> <li>● <b>Review Session</b></li> <li>● <b>Mid-Term Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Skills for Building Personal Credibility and Influencing Others</b> <ul style="list-style-type: none"> <li>○ Building Credibility</li> <li>○ Communication and listening</li> <li>○ Listening</li> <li>○ Assertiveness</li> <li>○ Conducting Meetings</li> <li>○ Effective Stress Management</li> <li>○ Problem Solving</li> <li>○ Improving Creativity</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group</p> <p>Assignment</p> <p>Individual</p> <p>Assignment</p> <p>Mid-term</p> <p>Presentation</p>	<p>CLO1</p> <p>CLO3</p> <p>CLO5</p>

9	<ul style="list-style-type: none"> <li>● <b>Motivation, Satisfaction, and Performance</b> <ul style="list-style-type: none"> <li>○ Defining Motivation, Satisfaction, and Performance</li> <li>○ Understanding and Influencing Follower Motivation <ul style="list-style-type: none"> <li>▪ Maslow's Hierarchy of Needs: How Does Context Affect Motivation?</li> <li>▪ Achievement Orientation: How Does Personality Affect Motivation?</li> <li>▪ Goal Setting: How Do Clear Performance Targets Affect Motivation?</li> <li>▪ The Operant Approach: How Do Rewards and Punishment Affect Motivation?</li> <li>▪ Empowerment: How Does Decision-Making Latitude Affect Motivation?</li> </ul> </li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Final-term Presentation</p>	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Skills for Developing Others</b> <ul style="list-style-type: none"> <li>○ Setting Goals</li> <li>○ Providing Constructive Feedback</li> <li>○ Team Building for Work Teams</li> <li>○ Building High-Performance Teams: The Rocket Model</li> <li>○ Delegating</li> <li>○ Common Reasons for Avoiding Delegation</li> <li>○ Principles of Effective Delegation</li> <li>○ Coaching</li> <li>○ The Organization</li> <li>○ The Environment</li> <li>○ Leading across Societal Cultures</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Final-term Presentation</p>	<p>CLO1</p> <p>CLO3</p> <p>CLO5</p>

11	<ul style="list-style-type: none"> <li>● <b>Contingency Theories of Leadership</b> <ul style="list-style-type: none"> <li>○ Leader–Member Exchange (LMX) Theory</li> <li>○ The Normative Decision Model</li> <li>○ The Situational Leadership® Model</li> <li>○ The Contingency Model</li> <li>○ The Path–Goal Theory</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Individual Presentation</p> <p><b>Group Work submission</b></p>	CLO1
12	<ul style="list-style-type: none"> <li>● <b>Skills for Optimizing Leadership as Situations Change</b> <ul style="list-style-type: none"> <li>○ Interpersonal skills to manage online and offline teams</li> <li>○ Creating a Compelling Vision</li> <li>○ Managing conflict</li> <li>○ Negotiation</li> <li>○ Diagnosing Performance Problems in Individuals, Groups, and Organizations</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Final-term Presentation</p>	CLO2 CLO5
13	<ul style="list-style-type: none"> <li>● <b>Understanding and Influencing Follower Satisfaction</b> <ul style="list-style-type: none"> <li>○ Global, Facet, and Life Satisfaction</li> <li>○ Three Theories of Job Satisfaction</li> <li>○ Affectivity: Is the Cup Half Empty or Half Full?</li> <li>○ Herzberg’s Two-Factor Theory: Does Meaningful Work Make People Happy</li> <li>○ Organizational Justice: Does fairness matter</li> </ul> </li> </ul>	<p>Discussion and Case Study</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Final-term Presentation</p>	CLO1 CLO3 CLO5
14	<b>Review and Presentation</b>			CLO2  CLO4  CLO6

## HRM655 Industrial Relations and Labor Laws

### A. Course General Information:

<b>Course Code:</b>	HRM655
<b>Course Title:</b>	Industrial Relations and Labour Laws
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in MBA Program
<b>Type:</b>	Elective in concentration of HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

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

This course examines how the interactions between and among workers, management, and the state shape and define the structure and experience of work. The course discusses the following topic: Intro to IR Theory, Employment Relations: The Economic Paradigm, IR Dynamics, Theory of Unionism, No-union Worker Voice and IR Theory, Alternate Paradigms of Industrial Relations, Comparative IR Theory, Public Policy and IR Theory, Integration and Synthesis. The course also embraces the importance of labor laws. Moreover, it incorporates the protocols of labor laws and applicability.

### C. Rationale of the Course:

Students can be scrutinizing the industrial management relationships and its significant dynamics due to the external and internal factors. They can perceive detailed know-how regarding IR theory, Employment relations, IR dynamics, theory of unionism, Workers' voice, IR paradigms, comparative IR mechanisms, Integration and synthesization. They will also perceive and embrace the importance and applicability of the labor law protocols. Moreover, they can assess how IR dynamics are related and implemented in the HRM practices and policies as per the Global context.

### D. Course Objective:

The major learning objectives of the course are to:

1. Familiarize differentiate between the IR theory and employment relations

2. Discuss different economic paradigms, IR dynamics, theory of unionism, no-union worker voice and IR issues
3. Explain the industrial relation components and its relations with labor laws
4. Educate the protocols of labor laws and its applicability
5. Interpret compensation and IR dynamics from different cases in the Global Context.

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

Upon successful completion of this course, students will be able to

SL.	CLO Description
<b>CLO1</b>	Evaluate differentiate between the IR theory and employment relations
<b>CLO2</b>	Identify different economic paradigms, IR dynamics, theory of unionism, no-union worker voice and IR issues in relation to business environment
<b>CLO3</b>	Recognise the industrial relation components and its relations with labour laws
<b>CLO4</b>	Assess the protocols of labour laws and its applicability
<b>CLO5</b>	Evaluate compensation and IR dynamics from different cases in the Global Context.

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2							✓		
CLO3		✓							
CLO4					✓				
CLO5						✓			

**J. Course plan specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:**

Week	Topics	Teaching Strategy	Learning	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introductions</b> <ul style="list-style-type: none"> <li>○ Introduction Industrial Relations</li> <li>○ Industrial Management</li> <li>○ Management: Caught Between Competing Views of the Organization</li> </ul> </li> </ul>	Survey on Background and Knowledge Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO3, CLO4
2	<ul style="list-style-type: none"> <li>● <b>Workers and Their Unions</b> <ul style="list-style-type: none"> <li>○ Worker typology</li> <li>○ A profile of the Bangladeshi worker</li> <li>○ Union typology</li> <li>○ Evolution and growth,</li> <li>○ Characteristics and problems of trade unions in Bangladesh.</li> </ul> </li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO3, CLO4, CLO5
3	<ul style="list-style-type: none"> <li>● <b>Industrial Conflict</b> <ul style="list-style-type: none"> <li>○ Nature</li> <li>○ Process</li> <li>○ Theories</li> <li>○ Institutional methods of resolution</li> <li>○ Factors affecting resolution.</li> </ul> </li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>● <b>Collective Bargaining</b> <ul style="list-style-type: none"> <li>○ Concept</li> <li>○ Process</li> <li>○ Scope</li> <li>○ Prerequisites</li> <li>○ Operation in Bangladesh and international context.</li> </ul> </li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Conciliation Service</b> <ul style="list-style-type: none"> <li>○ Organization and operation</li> <li>○ Subjective and objective</li> <li>○ Conditions of conciliation in Bangladesh.</li> </ul> </li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Adjudication Machinery</b> <ul style="list-style-type: none"> <li>○ Organization and operation of labour courts</li> <li>○ Problems encountered.</li> </ul> </li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO2
6	<ul style="list-style-type: none"> <li>● <b>Employee Discipline and Grievance Procedure</b> <ul style="list-style-type: none"> <li>○ Concepts,</li> <li>○ Steps in disciplinary action</li> <li>○ Domestic enquiry</li> <li>○ Charge sheet</li> <li>○ Causes of Grievances</li> <li>○ Grievance procedure.</li> </ul> </li> </ul>			Quiz Presentation Individual Group Assignment Mid-term Exam	



				Final Exam	
7	<ul style="list-style-type: none"> <li>• <b>Legal Institutions and the Regulation of Workplaces</b></li> </ul>	Lecture and Discussions		Quiz Presentation Individual Group Assignment Mid-term Exam Final Exam	CLO1, CLO2
	<ul style="list-style-type: none"> <li>• <b>Midterm Examination</b></li> </ul>				
8	<ul style="list-style-type: none"> <li>• <b>Bangladesh and ILO: Objectives,</b></li> <li>○ Structure and finance of ILO</li> <li>○ Impact of ILO on the labour scene of Bangladesh.</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>• <b>Labour Relations, Legal Institutions and The Regulation of Workplaces</b></li> <li>○ Overview of various legal institutions</li> <li>○ Global and international associations</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO2, CLO3
10	<ul style="list-style-type: none"> <li>• <b>Role of Government</b></li> <li>○ Government role in different areas of industrial relations</li> <li>○ formulation of labour policies</li> <li>○ Labour legislation</li> <li>○ Interventions in wages issues</li> <li>○ Service regulations</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>○ Dispute resolution.</li> </ul>				
11	<ul style="list-style-type: none"> <li>● <b>Participative Management and Industrial</b></li> <li>○ Democracy's Determinants</li> <li>○ German and Yugoslavian experiences,</li> <li>○ Experience in Bangladesh.</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> <li>● <b>Equality and Diversity: The Ultimate Industrial Relations Concern</b></li> <li>○ Concepts of equality</li> <li>○ Considerations in equality</li> <li>○ Remoter work and equality</li> <li>○ Laws and rules for quality</li> <li>○ Beyond gender for equality</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Sustainability IR dynamics</b></li> <li>○ Rules and regulations for the environmental issues in micro level</li> <li>○ Rules and regulations for the environmental issues in micro level</li> <li>○ Relationships between environmental approaches and IR dynamics</li> </ul>	Lecture and Discussions		Quiz Term paper Final Exam	CLO1, CLO5
14	<b>Review and Presentation</b>				

**A. Course General Information:**

<b>Course Code:</b>	HRM659
<b>Course Title:</b>	Technology and Tools for Managing HR System
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

This course introduces the best technology and tools for attracting, developing, motivating and retaining a workforce, it considers human resource issues such as recruitment and selection, diversity performance evaluation, compensation and reward systems, teams, worker participation programs etc. Human resource information systems (HRIS) concepts will be linked to HR activities such as performance management, employee communications and support, recruiting, equal employment opportunity and affirmative action. Students will gain an understanding and appreciation of how technology is used in HR to gain competitive advantage.

**C. Rationale of the Course:**

This course is an optional elective in the Human Resource Management stream for MBA students. Since technology has greatly impacted the functioning and delivery of HR in companies, this course aims to give students a thorough understanding of the major technological areas in HR as well as how they are utilized in companies. Needs analysis, selection, evaluation, and implementation processes used when choosing an appropriate solution will also be examined so that students can apply these skills and concepts successfully in their workplace.

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

The major objectives of this course are to:

1. Familiarize students with the knowledge management technology to create leading edge HR practices.
2. Explain HR technology for delivery of HR-related services.
3. Provide knowledge about the Internet and Intranet HR applications to create strategic value.
4. Develop student's capability to use HR technology systems by managers and employees.
5. Discuss the trends in technology and their resultant applications to HR.

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

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

SL.	CLO Description
<b>CLO1</b>	Leverage knowledge management technology to create leading edge HR practices.
<b>CLO2</b>	Use HR technology for delivery of HR related services.
<b>CLO3</b>	Recognise trends in technology and their resultant applications to HR.
<b>CLO4</b>	Build tracking systems using information technology for HR measurement.
<b>CLO5</b>	Apply HRIS Knowledge to work with senior IS and IT management to understand the organization's overall HRIS/IT strategy and issues.

**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 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 HR Technology</b> <ul style="list-style-type: none"> <li>You will start by exploring the context of digital transformation.</li> <li>See how the world, business and HR are changing.</li> <li>Why digital strategy is essential. You will also take a closer look at HR technology</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

	<ul style="list-style-type: none"> <li>Why HR needs to invest in technology?</li> </ul>			
2	<ul style="list-style-type: none"> <li><b>Internal Alignment and HR Analytics</b> <ul style="list-style-type: none"> <li>We will dive deeper into the foundations of digital HR strategy.</li> <li>In addition to strategy creation and implementation, you will also learn about the constraints you will encounter when buying HR technology, how to describe software requirements etc.</li> <li>How to integrate apps into the bigger picture.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
3	<ul style="list-style-type: none"> <li><b>Overview of different types of HR technology.</b> <ul style="list-style-type: none"> <li>Emerging technologies</li> <li>Industry 1.0 and beyond</li> <li>Using HR Technology to achieve organizational outcomes in areas such as Recruitment, Performance Evaluation, Payroll</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
4	<ul style="list-style-type: none"> <li><b>Creating a Digital HR Strategy</b> <ul style="list-style-type: none"> <li>Cost justification – return on investment for HR</li> <li>Communicating recommendations to stakeholders</li> </ul> </li> </ul>			CLO1, CLO4
5	<ul style="list-style-type: none"> <li><b>Selecting HR Technology</b> <ul style="list-style-type: none"> <li>The HR Technology Needs Analysis Process</li> <li>Evaluating Your HRMS Vendor Candidates</li> <li>Selecting Your HRMS Solution Provider</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>Selecting HR Technology</b> <ul style="list-style-type: none"> <li>○ Using HRIS to Improve Payroll and Staff Retention</li> <li>○ Exploring Case studies about how Leading MNC's use HRIS to improve efficiency</li> <li>○ Students are required to bring laptop</li> </ul> </li> </ul>		Written Exam consisting of MCQ + Open-ended Questions	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>The HR Value Pyramid Model</b> <ul style="list-style-type: none"> <li>○ Understanding how the different components of the HR value chain work.</li> <li>○ Interdependencies</li> <li>○ Interactions</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
	<b>Midterm Examination</b>			
8	<ul style="list-style-type: none"> <li>○ In-Class Exercise: "Using Predictive Analysis to Improve Turnover and Absenteeism"</li> <li>○ Lecture and Discussions</li> <li>○ Recommended Viewing: "How Unilever uses Predictive Hiring techniques to maximize Staff Retention" [YouTube]</li> </ul>		Exam consisting of MCQ's + Open-ended Questions	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Implementing HR Technology</b> <ul style="list-style-type: none"> <li>○ It's time to focus on implementing your chosen tools. This week</li> <li>○ dives into the five phases of HR tech implementation, from Plan and</li> <li>○ Align to Deploy and Sustain.</li> <li>○ You will also learn more about creating a change plan and how effective communication can make your newly implemented tool a success.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Analyzing HR Pymetrics data</b> <ul style="list-style-type: none"> <li>○ Introduction to data cleaning</li> <li>○ Introduction to data analysis</li> <li>○ Usage of AI in Hiring Process</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5

11	<ul style="list-style-type: none"> <li>● <b>Evaluating HR Technology</b> <ul style="list-style-type: none"> <li>○ Successfully evaluating HR Technology - Part I</li> <li>○ Successfully evaluating HR Technology - Part II</li> <li>○ The Change Plan: How to Make It Work</li> <li>○ 7 Practical Tips on HR Tech Implementation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Outsourcing in Digital era</b> <ul style="list-style-type: none"> <li>○ Outsourcing concepts and practice</li> <li>○ Reasons outsource functions and programs</li> <li>○ Advantages of outsourcing</li> <li>○ Privacy and confidentiality issues in online outsourcing</li> <li>○ Criteria and processes for managing outside employees</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving Case study	Exam Case studies Assignment Quiz Assignment	CLO1, CLO4
13	<ul style="list-style-type: none"> <li>● <b>HR Assessment and Analytics</b> <ul style="list-style-type: none"> <li>○ HRM activities through workforce analytics</li> <li>○ 5C model of HRM impact</li> <li>○ Compliance with laws and regulations</li> <li>○ Client Satisfaction</li> <li>○ Culture Management within HR analytics</li> <li>○ Challenging in measuring effectiveness of HR analytics</li> <li>○ HR scorecard, separate of cause and effect</li> <li>○ Future of HR analytics</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving Case study	Exam Case studies Assignment Quiz Assignment	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Review and Presentation</b></li> </ul>			

## HRM660 Management of Organizational Change and Sustainability

### A. Course General Information:

Course Code:	HRM660
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<b>Course Title:</b>	Management of Organizational Change and Sustainability
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major/Minor in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

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

The course aims at providing the students an in-depth understanding of the nature of change in contemporary businesses and sustainability issues. The course also has purposes to clarify the structures and functions of organizations to ensure sustainability issues and beyond. It also highlights management processes and skills required to manage the organizations effectively in the transitions towards sustainable and environmental alignment. The course also includes highlights on the technologies and trends for the development of sustainable organizations.

#### **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 courses focusing on the sustainable and environmental aspects. The 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 major learning objectives of the course are to

1. Clarify major theories and perspectives regarding organizational development, creativity and change management and how they influence the business operations.
2. Demonstrate drivers and constraints for the sustainable organization in Macro and Micro environments
3. Educate barriers and solutions in developing sustainable organizations in the industry 4.0 and beyond
4. Familiarize approaches and strategies relating to sustainability to design, implement, communicate and sustain change keeping ethics, society, diversity and teamwork in the center.
5. Explain multiple perspectives in different processes of change management (For example: negotiation) to ensure that managers are not trapped by the “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>	Recognize how the principles, functions and operations of businesses align with the sustainable issues.
<b>CLO2</b>	Identify the challenges, risks and opportunities for management and other internal employees due to the business environment
<b>CLO3</b>	Analyze real world business problems through sustainable management cases and term paper and present an HR based solution at an effective and efficient manner
<b>CLO4</b>	Assess how HR and management can retain positive workplace culture by keeping ethics, society, diversity and teamwork at the centre, while assisting the organization towards implementing change
<b>CLO5</b>	Apply advance knowledge 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) of the MBA program:**

	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 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 the course</b> <ul style="list-style-type: none"> <li>○ Sources for Understanding Organization Change</li> <li>○ Introduction and Overview</li> <li>○ A Short Story of Launching Organization Change</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<ul style="list-style-type: none"> <li>● <b>Rethinking Organization Change</b> <ul style="list-style-type: none"> <li>○ The Paradox of Planned Organization Change</li> <li>○ 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>○ Scientific Management</li> <li>○ Hawthorne studies</li> <li>○ Industrial Psychology</li> <li>○ Survey feedback</li> <li>○ Sensitivity Training</li> <li>○ Sociotechnical settings</li> <li>○ Organization development</li> <li>○ Coercion and Confrontation</li> <li>○ Management consulting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Theoretical Foundations of Organizations and Organization Change</b> <ul style="list-style-type: none"> <li>○ Open-System Theory</li> <li>○ Characteristics of Open Systems</li> <li>○ Capra's Three Criteria for Understanding Life</li> <li>○ Implications for Organizations and Organization Change</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment, 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>○ Revolutionary Change</li> <li>○ Revolutionary Change: Case Example</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ Evolutionary Change</li> <li>○ Evolutionary change: Case Example</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Levels of Organization Change: Individual, Group, and Larger System</b></li> <li>○ Change in Organizations at the Individual Level</li> <li>○ Individual Responses to Organization Change</li> <li>○ Change in Organizations at the Group Level</li> <li>○ Group Responses to Organization Change</li> <li>○ Change in Organizations at the Larger-System Level</li> <li>○ System Responses to Organization Change</li> </ul>	Lecture, Discussions, Case, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm</b></li> <li>○ Sustainability and its impact on the organizational change</li> <li>○ Business environment maintaining sustainability</li> </ul>		Midterm Examination	
8	<ul style="list-style-type: none"> <li>● <b>Organization Change: Research and Theory</b></li> <li>○ Reviews of Organization Change Research</li> <li>○ Recent Approaches to Research and Theory</li> <li>○ Organization Models</li> <li>○ Organization Change</li> <li>○ Theory Current Thinking on Organization Change and Research</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1
9	<ul style="list-style-type: none"> <li>● <b>Conceptual Models for Understanding Organization Change</b></li> <li>○ Content: What to Change</li> <li>○ Process: How to Change—A Theoretical Framework</li> <li>○ Lewin's Three Steps</li> <li>○ Phases of Planned Change</li> <li>○ Mini-Theories Related to Organization Change</li> <li>○ The Content and Process of Strategic Change in Organizations</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>○ Strategies for Effecting Change in Human Systems</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Integrated Models for Understanding Organizations and for Leading and Managing Change</b></li> <li>○ Weisbord's Six-Box Model</li> <li>○ The Nadler–Tushman Congruence Model</li> <li>○ Tichy's TPC (Technical, Political, Cultural) Framework</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Organizational Culture Change</b></li> <li>○ Experiencing organizational culture</li> <li>○ HR's role towards changing organization culture</li> <li>○ Case of British Airways</li> <li>○ Case of a Bangladeshi Company</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Transformational Leadership for sustainable approaches</b></li> <li>○ Defining different Leaderships</li> <li>○ Roles of transformational leader in change</li> <li>○ Characteristics of Executive Leadership</li> <li>○ Roles of executive leadership in change</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Term paper, Final Exam	CLO1, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Leading Organization Change with sustainability considerations</b></li> <li>○ The Prelaunch Phase</li> <li>○ The Launch Phase</li> <li>○ Further Implementation</li> <li>○ Sustaining the Change</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
14	<b>Review and Presentation</b>			

## HRM661 Compensation Policy

### A. Course General Information:

<b>Course Code:</b>	HRM661
<b>Course Title:</b>	Compensation Policy

<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management
<b>Co-requisites:</b>	None

## **B. Course Description**

This course aims to provide concepts on two distinct and diverse components of HRM. The course offers the Compensation Policy that reveals the complete package of various compensation protocols, various rules and layers. It focuses on the characteristics of employees and laborer's along with their motivational factors and focuses on the structures of industrial relations, government regulations, labor market along with the market analysis. The course also emphasizes on the performance appraisal system in relation to compensation policy. The course also includes ideas on interviews, reviews and feedback on performance related compensation maintaining ethical and moral issues for a diversified workforce.

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

Students who intend to major or minor in human resource management must take this course. A study of the current compensation policy will facilitate an understanding of how people act and operate at work. It improves our understanding of what motivates individuals, promotes productivity, and enables businesses to develop long-lasting, trustworthy connections with their employees. Additionally, good compensation policies can help create positive attributes for the organization.

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

The major objectives of this course are to:

1. Explain the basic compensation concepts and the context of compensation practice.
2. Illustrate different ways to strengthen the pay-for-performance link.
3. Assess the payment and employee benefits issues for contingent workers.
4. Clarify the legally required employee benefits.
5. Interpret the theories as tools for analyzing and solving personnel problems in relation to performance appraisal.
6. Discuss the implications for strategic compensation and possible employer approaches to managing legally required benefits.

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

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

SL.	CLO Description
<b>CLO1</b>	Identify key terms in international compensation management
<b>CLO2</b>	Evaluate the performance appraisal challenges in their respective work environment.
<b>CLO3</b>	Demonstrate an understanding of key terms, theories/concepts and practices within the field of compensation management.
<b>CLO4</b>	Compare trends and challenges in the global work environment and the enduring context in which compensation management functions and activities are conducted.
<b>CLO5</b>	Assess the different methods of performance appraisal systems in work groups and work teams and the models of team development.
<b>CLO6</b>	Apply the related theories as tools for analysing and solving personal problems in relation to compensation policies.

**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>						✓			
<b>CLO6</b>					✓				

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

Week	Topics	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction to Compensation Management:</b> <ul style="list-style-type: none"> <li>○ Definition of Compensation and Compensation</li> <li>○ Management, Objectives of Compensation,</li> <li>○ Compensation and Organization</li> <li>○ Strategy, Pay and Social Class.</li> </ul> </li> </ul>	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Introducing the Pay Model and Pay Strategy</b> <ul style="list-style-type: none"> <li>○ Forms of Pay</li> <li>○ Cash Compensation: Incentives,</li> <li>○ Long-Term Incentives, Benefits: Income</li> <li>○ Protection, Benefits: Work/Life Balance,</li> <li>○ Benefits: Allowances,</li> <li>○ Total Earnings Opportunities:</li> <li>○ Present Value of a Stream of Earnings</li> <li>○ Pay Models <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Strategy: The Totality of Decisions</b> <ul style="list-style-type: none"> <li>○ Strategic Choices, HR Strategy</li> <li>○ The Pay Model Guides Strategic Pay Decisions,</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam.	CLO2

	<ul style="list-style-type: none"> <li>○ Compensation Strategy: Four Steps,</li> <li>○ Map a Total Compensation Strategy</li> <li>○ Source of Competitive Advantage</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Microeconomic Compensation Concepts:</b> <ul style="list-style-type: none"> <li>○ Job Analysis,</li> <li>○ Job Description,</li> <li>○ Job Evaluation-Definition of Job Evaluation,</li> <li>○ Importance,</li> <li>○ Process, Methods- A Point-factor</li> <li>○ Method and Other Methods of Job Evaluation.</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Measuring and Paying for Performance Plans:</b> <ul style="list-style-type: none"> <li>○ Definition of Pay for Performance,</li> <li>○ Specify pay for performance plan,</li> <li>○ Short term individual incentive plan,</li> <li>○ Team incentive plans, Profit sharing plans,</li> <li>○ Earnings at risk plan,</li> <li>○ Group incentives plans, and</li> <li>○ Explosive interest in long-term plans.</li> </ul> </li> </ul>	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Surveying Market Pay and Compensation Practices:</b> <ul style="list-style-type: none"> <li>○ Determining the Need for a Survey,</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3



	<ul style="list-style-type: none"> <li>○ Pay Survey Problems,</li> <li>○ Preparing for Pay Survey.</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Pay-for-Performance Plans</b> <ul style="list-style-type: none"> <li>○ Specific Pay-for-Performance Plans</li> <li>○ Short Term Merit Pay, Lump-Sum Bonuses,</li> <li>○ Individual Spot Awards,</li> <li>○ Individual Incentive Plans,</li> <li>○ Individual Incentive Plans: Advantages and Disadvantages,</li> <li>○ Individual Incentive Plans: Examples,</li> <li>○ Explosive Interest in Long-Term Incentive Plans,</li> <li>○ Employee Stock Ownership Plans,</li> <li>○ Performance Plans (Performance Share and Performance Unit),</li> <li>○ Broad-Based Option Plans (BBOPs),</li> <li>○ Combination Plans:</li> <li>○ Mixing Individual and Group</li> </ul> </li> </ul>	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
	<ul style="list-style-type: none"> <li>● <b>Mid-Term</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Performance Appraisals</b> <ul style="list-style-type: none"> <li>○ The Role of Performance Appraisals in Compensation</li> <li>○ Decisions, Performance Metrics,</li> <li>○ Strategies for Better Understanding and</li> <li>○ Measuring Job Performance,</li> <li>○ The Performance</li> <li>○ Evaluation Process</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Final Exam	CLO5

9	<ul style="list-style-type: none"> <li>● <b>Employees Motivation and Performance Evaluation</b> <ul style="list-style-type: none"> <li>○ Drives, Human Needs, Behaviour Modification, Goal Setting, Expectancy Model, Equity Model, Basic idea about Performance</li> <li>○ Purposes of Performance Evaluation</li> <li>○ Methods of Performance Evaluation</li> <li>○ Improving Performance</li> <li>○ Evaluations</li> <li>○ Providing Performance Feedback</li> </ul> </li> </ul>	Assignment Submission, Case Analysis, Articles Review	Assignment, Quiz, Term Paper, Final Exam	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Performance Management, Compensation, Benefits, Payroll, and the HRIS:</b> <ul style="list-style-type: none"> <li>○ Introduction to Performance,</li> <li>○ Rewards, and Payroll,</li> <li>○ Performance Management,</li> <li>○ Compensation, Benefits,</li> <li>○ Payroll.</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Compensation of Special Groups</b> <ul style="list-style-type: none"> <li>○ Who Are Special Groups?</li> <li>○ Compensation Strategy for Special Groups,</li> <li>○ Supervisors, Corporate Directors, Executives,</li> <li>○ High-Technology Industries, Sales Forces,</li> <li>○ Contingent Workers, Your</li> </ul> </li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO5, CLO6

	Turn: Compensation of ○ Special Groups			
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Executive and International Compensation:</b></li> <li>○ Executive Compensation,</li> <li>○ Maximizing Executive Compensation Opportunities,</li> <li>○ International Compensation.</li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO5, CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Pay Delivery Administration:</b></li> <li>○ Compensation Administration in Bangladesh,</li> <li>○ Comparative Analysis of Different</li> <li>○ Pay Scales in Bangladesh.</li> </ul>	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO4, CLO5, CLO6
<b>14</b>	<b>Review Class</b>  <b>Group Presentation</b>	Lecture and Discussions		CLO4, CLO5, CLO6

## HRM663 Sustainability and Industry 4.0

### A. Course General Information:

<b>Course Code:</b>	HRM663
<b>Course Title:</b>	Sustainability and Industry 4.0
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in MBA Program
<b>Type:</b>	Elective in Concentration in HRM
<b>Prerequisites:</b>	HRM620 Strategic Human Resource Management

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

This course grounds the theoretical and practical learning opportunity about fourth industrial revolution or Industry 4.0 that has been popularized by the German federal government in 2011. Moreover, the disruptive technologies economizing and improving efficiencies in industrial capabilities are also revealed. Furthermore, the course also focuses on the manufacturing industry with a signified implementation of instantaneous data transmission and its benefits inter-linking the real time digitization with humans, objects and machines. The Sustainable HRM technologies like Internet-of-Things (IoT), cyber-physical systems (CPS) and augmented reality are discussed as well.

## **C. Rationale of the course**

Students can learn as well as can synthesize the earned knowledge about I4.0, IoT, CPS, augmented reality, disruptive technologies triggering I4.0 that will eventually take HRM to a sustainable era. The evolution of industry 4.0 along with the continuous development and employment style are mentioned in this course.

## **D. Course Objectives (COS)**

The major objectives of this course are to:

1. Understand how sustainability issues, influence HRM and its role into better practices.
2. Understand the Industry 4.0 and its evolutionary processes
3. Know about the disruptive technologies that improvises I4.0
4. Develop idea on the sustainability of HRM and its connections with I4.0
5. Learn about the manufacturing industry's applications regarding data transmission
6. Know about IoT, CPS and augmented reality and etc. to comprehend HRM Sustainability in greater extend
7. Climate Change and Green issues and HRM

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

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	To understand how sustainability issues, influence HRM and its role into better practices.
<b>CLO2</b>	To assess about Industry 4.0 and its evolutionary processes and know about IoT, CPS and augmented reality and etc. to comprehend HRM Sustainability in greater extend Climate Change issues and HRM
<b>CLO3</b>	To discuss about the disruptive technologies that improvises I4.0 and change management in micro and macro settings

<b>CLO4</b>	To evaluate the sustainability of HRM and its connections with I4.0
<b>CLO5</b>	To learn about the manufacturing industry's applications regarding data transmission and sustainability and corporate ethics

**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>PLO9</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>Sustainability and HRM</b> <ul style="list-style-type: none"> <li>○ Sustainability and SDGs goals and HRM</li> <li>○ Importance of Sustainability for HRM</li> <li>○ Defining Sustainability for the Business Context</li> <li>○ Sustainability and Sustainable Development: An Overview</li> <li>○ Climate change issues and HRM</li> <li>○ Evolution of HRM leading to better sustainability</li> <li>○ HRM for better organizational performance</li> <li>○ Green HRM</li> <li>○ Challenges in applying Green HRM and solutions</li> </ul> </li> </ul>	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>		<p>CLO1</p> <p>CLO5</p>
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Remote work health managers and workplaces</b> <ul style="list-style-type: none"> <li>○ Defining 'Remote'</li> </ul> </li> </ul>	<p>Discussion and Case Study</p>		<p>CLO1</p> <p>CLO3</p>

	<ul style="list-style-type: none"> <li>○ Difference between rural and remote international remote context</li> <li>○ Workforce sustainability</li> <li>○ HRM and its offers towards sustainability and IR 4.0</li> </ul>	Articles		
3	<ul style="list-style-type: none"> <li>● <b>Remote workplaces</b> <ul style="list-style-type: none"> <li>○ Synthesis of the known rewards and challenges</li> <li>○ person fit (personal)</li> <li>○ differences between professions and their impact on the sustainability</li> <li>○ IR4.0 integration in the HRM process for sustainability and remote working</li> </ul> </li> </ul>	Discussion and Case Study  Articles	(Quiz 1)	CLO1 CLO3
4	<ul style="list-style-type: none"> <li>● <b>Organization's Culture and its Environment</b> <ul style="list-style-type: none"> <li>○ Organizational Culture and its role in developing green HRM</li> <li>○ The external environment and organizational culture</li> <li>○ Challenging in Managing Team in an environmental oriented team</li> </ul> </li> </ul>	Discussion and Case Study  Articles		CLO1
5	<ul style="list-style-type: none"> <li>● <b>Sustainable remote health workforces</b> <ul style="list-style-type: none"> <li>○ Workforce sustainability</li> <li>○ Current remote workforce</li> <li>○ Current findings about 'people' and aspects of workforce sustainability</li> <li>○ place and workforce sustainability</li> <li>○ Sustainable remote health of workforces.</li> </ul> </li> </ul>	Discussion and Case Study  Articles		CLO1 CLO4 CLO5
6	<ul style="list-style-type: none"> <li>● <b>HR analytics</b> <ul style="list-style-type: none"> <li>○ workforce analytics and sustainability</li> <li>○ Keeping score with the scorecard</li> <li>○ importance of evaluating HRM for sustainability</li> <li>○ 5C model of HRM impact and association with environmental issues: compliance, client</li> </ul> </li> </ul>	Discussion and Case Study  Articles	Individual Assignment Submission	CLO1 CLO2

	<p>satisfaction, culture management, cost control, contribution</p> <ul style="list-style-type: none"> <li>○ HR contributes to organizational performance</li> <li>○ Measures of managers perception of effectiveness</li> <li>○ Approaches to measuring HRM practices: cost-benefit analysis, utility analysis, benchmarking, HR scorecard</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Corporate Social Responsibility and Ethics</b> <ul style="list-style-type: none"> <li>○ Green Management and Sustainability</li> <li>○ Corporate Social Responsibility</li> <li>○ Managers and Ethical Behavior</li> <li>○ Encouraging Ethical behavior</li> <li>○ Social Responsibility and Ethics Now and Beyond</li> <li>○ Ethical Interpretations of Sustainability</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	(Quiz 2)	CLO5
8	<p><b>Review Class</b></p> <p><b>Midterm</b></p>			
9	<ul style="list-style-type: none"> <li>● <b>Change Management</b> <ul style="list-style-type: none"> <li>○ HR and environmental and change</li> <li>○ societal, industrial and organizational level change due to environmental and technological change</li> <li>○ Models of organizational change</li> <li>○ Generic Model of change</li> <li>○ Planned model of change</li> <li>○ Development of the Planned Change Approach</li> <li>○ Emergent change</li> <li>○ Strategic HR and change</li> </ul> </li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>		CLO3
10	<ul style="list-style-type: none"> <li>● <b>IR4.0 and IT for HRM</b> <ul style="list-style-type: none"> <li>○ Concept of IR4.0</li> </ul> </li> </ul>			

	<ul style="list-style-type: none"> <li>○ IR4.0 and environmental safety and energy saving</li> <li>○ IT and HRM</li> <li>○ New Service based delivery models</li> <li>○ Different solutions for different needs</li> <li>○ Big data</li> <li>○ HR metrics and workforce analytics</li> <li>○ IT for HR planning</li> <li>○ Evolution of HR technology</li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Individual Presentation</p> <p><b>(Quiz 3)</b></p>	<p>CLO2</p> <p>CLO5</p>
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Environmental and its influence on HRM</b></li> <li>○ Environmental scanning for HRM</li> <li>○ Models of forecasting or HR demand</li> <li>○ challenges in environmental scanning</li> <li>○ Environmental factors: economic climate, globalization, political and legislative factors, social and cultural factors, stakeholders, responding to external factors</li> <li>○ Carbon emission from workplaces and HR</li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Individual Presentation</p> <p><b>Group Work submission</b></p>	<p>CLO2</p> <p>CLO5</p>
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Strategic international HRM</b></li> <li>○ Challenging influencing HR practices and processes</li> <li>○ workforce diversity and industry 4.0 and energy saving in workplace</li> <li>○ global workforce and flexibility for environmental wellbeing</li> </ul>	<p>Discussion and Case Study</p> <p>Articles</p>		<p>CLO1</p> <p>CLO2</p> <p>CLO3</p>
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Continuation of Strategic international HRM</b></li> <li>○ flexible labor strategies</li> <li>○ external human capital demand and supply</li> <li>○ International recruitment and selection</li> </ul>	<p>Discussion and Case Study</p> <p>Individual Presentation</p>		
<b>14</b>	<ul style="list-style-type: none"> <li>● Review Session</li> <li>● Group Presentation</li> </ul>			



## **HRM666 Contemporary Issues in Human Resource Management**

**Course Code and Title:** HRM666 Contemporary Issues in Human Resource Management

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, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

## **ITM630 Technology Management and Innovation**

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

<b>Course Code:</b>	ITM630
<b>Course Title:</b>	Technology Management and Innovation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

### **B. Course Catalogue Description:**

This course is designed to focus on the key concepts, models, and methods that enable manager to effectively manage the development and utilization of technologies. It will focus on how industries and firms are transformed by new technologies, and what factors affect the innovation performance. The concept of technology is broad and it refers to the process by which an organization transforms their inputs into output (product/services). Both technology and innovation play a significant role in the development of business processes.

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

Contemporary business firms are operating under a dynamic environment where changes in technological environment significantly affect the competitiveness of the firms. It is essential for firms to constantly study the existing technologies and be prepare for adapting new technologies. This course will help students understand the concept of technologies and the methods to evaluate the feasibility of new technologies. It is expected that students can apply this expertise in the organizations and create a positive impact in the industries.

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

The major objectives of this course are to:

1. State the concepts of technology and innovation
2. Discuss strategic aspects of technology adaptation
3. Discuss the innovations and its association with technology management
4. Illustrate the process in developing, implementing, and managing technology from a strategic perspective
5. Discuss the concepts of knowledge management systems and its relationship with technology management

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

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

SL.	CLO Description
<b>CLO1</b>	Describe technology management basics.
<b>CLO2</b>	Explain the comprehensive and concise definitions/descriptions of specific terminologies, models and theories related to the subject.
<b>CLO3</b>	Demonstrate reading and report writing skills and be able to present it
<b>CLO4</b>	Gain advanced concepts of the discipline that constitutes technology management.
<b>CLO5</b>	Evaluate existing technologies and apply the principles and practices of technology management to a real-world environment/enterprise

**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>		✓							✓

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	<b>● Management of Technology and Innovation: An Overview</b> <ul style="list-style-type: none"> <li>○ importance of Technology and Innovation to Business and society</li> <li>○ The Study of Technology, Innovation, and Its Management</li> <li>○ Key Definitions of Technology</li> <li>○ The Importance of Managing Technology</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	<b>● Management of Technology and Innovation: An Overview(continued)</b> <ul style="list-style-type: none"> <li>○ Key Definitions of Innovation</li> <li>○ The Process of Managing Innovation</li> <li>○ Structuring the Examination of managing technology and innovations (MTI)</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
3	<b>● Strategy Process and the Management of Technology and Innovation</b> <ul style="list-style-type: none"> <li>○ Strategy and MTI in strategic management</li> <li>○ The Strategic Process in MTI</li> <li>○ Integrating MTI and Strategy</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1
4	<b>● Innovation: Planning</b> <ul style="list-style-type: none"> <li>○ Planning: A Complex Process</li> <li>○ Factors affecting innovations</li> <li>○ Types of Innovation</li> <li>○ Innovation Planning Process</li> <li>○ Technology Stages and Planning</li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2

5	<ul style="list-style-type: none"> <li>● <b>Internal Innovation: Implementation</b> <ul style="list-style-type: none"> <li>○ Key Initial Questions for Implementation</li> <li>○ Key Implementation Issues</li> <li>○ Crafting Portfolios of Innovation</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Innovation: Evaluation and Control</b> <ul style="list-style-type: none"> <li>○ Evaluation and Control Processes</li> <li>○ Control of innovation</li> <li>○ Implementing Evaluation and Control</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review Session</b></li> <li>● <b>Mid-term exam</b></li> </ul>			CLO1, CLO2, CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Planning</b> <ul style="list-style-type: none"> <li>○ Alliances for MTI</li> <li>○ Mergers and Acquisitions</li> <li>○ Planning the Acquisition of Technology</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Implementation</b> <ul style="list-style-type: none"> <li>○ Initial Questions -What Should We Be Doing Now? What Are the Requirements for Key Activities? What and to Whom to Delegate?</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Evaluation and Control</b> <ul style="list-style-type: none"> <li>○ Where Evaluation and Control Occur</li> <li>○ Alliance/Acquisition: Capabilities, Due Diligence, Negotiation of the Deal, Integration, Ongoing Evaluation and Control.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Evaluation and Control (Continued)</b> <ul style="list-style-type: none"> <li>○ Metrics: Gap Analysis, Financial Fitness, Strategic Fitness,</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5

	Operational Fitness, Relationship Fitness.			
12	<ul style="list-style-type: none"> <li>● <b>Building Capabilities for MTI Success:</b> <ul style="list-style-type: none"> <li>○ Competitive Advantage</li> <li>○ Sustainable Advantage</li> <li>○ Strategic Decisions and Competitive Advantage</li> <li>○ Building Capabilities from the Start</li> <li>○ Establishment of Industry Standards</li> <li>○ Venture Capital</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Organizational Learning and Knowledge Management:</b> <ul style="list-style-type: none"> <li>○ Organizational Learning</li> <li>○ Gathering Information</li> <li>○ Transferring and Sharing Processes</li> <li>○ Enabling Learning</li> <li>○ Types of Learning</li> <li>○ Structuring for Organizational Learning</li> <li>○ Keys to Successful Organizational Learning</li> <li>○ Knowledge-Management Definitions</li> <li>○ Dimensions of Knowledge Creation</li> <li>○ Making Knowledge Management a Successful Capability</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO4, CLO5
14	Presentation			CLO1, CLO4, CLO5

## ITM651 Information Security, Privacy, and Policy

### A. Course General Information: Information Security, Privacy and Policy

<b>Course Code:</b>	ITM651
<b>Course Title:</b>	Information Security, Privacy, and Policy

<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

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

This course provides students with an introduction to information security policies. Students will be introduced to sociological and psychological issues in policy implementation in general and then provided a focused dialogue on information security-specific policies. The class discusses the entire lifecycle of policy creation and enactment and presents the students with issue-specific policies in different domains of security. The structure of the policy is also discussed to assist the students design and modifying policies. Several examples from different domains are incorporated into the curriculum to assist the students to learn the in context of real-life situations.

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

Security and privacy expertise are an asset in a variety of careers outside, not just in computer science, but also in areas that include business, management, and law. In addition, the policy side of security and privacy is becoming increasingly important, and employers are interested in hiring people with an understanding of relevant policy issues, especially in the privacy and security area. After completing this course, students will have a good understanding of how to identify potential security and privacy risks and relevant legal and policy issues; a working understanding of security topics such as cryptography, authentication, and Internet security protocols; as well as broad knowledge of several security- and privacy-related areas as they pertain to the design, development, deployment, and management of technologies in a variety of practical contexts (e.g., Web, mobile, Internet of Things, social media, cryptocurrencies).

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

The major objectives of this course are to:

1. A general background in concepts of privacy on the internet.
2. An understanding of how automation is changing the concepts and expectations concerning privacy and the increasingly interconnected issue of security;
3. Knowledge of laws and regulations concerning information security from both data protection and law enforcement perspectives.
4. Policy questions related to these laws and regulations will be examined as part of discussions and readings.
5. Country laws and policies will be the focus of the course but comparison will be drawn to approaches taken by states and other nations and organizations.

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

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

SL.	CLO Description
<b>CLO1</b>	Understand the lifecycle of policy enactment
<b>CLO2</b>	Develop and modify security policies
<b>CLO3</b>	Create a dissemination plan for the policy
<b>CLO4</b>	Students are able to describe Encryption and Key Management Policy
<b>CLO5</b>	Critique a security policy for its effectiveness and completeness

**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 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>General Overview of Policies, Policy Life cycle, and Writing Security Policies.</b> <ul style="list-style-type: none"> <li>○ Creating a dissemination plan for the policy Introduction.</li> <li>○ Creating and modifying security policies</li> <li>○ Understanding of the lifecycle of policy enactment</li> </ul>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
<b>2</b>	<b>Information Classification and Privacy Policies</b> <ul style="list-style-type: none"> <li>• Privacy of information</li> <li>• Social media privacy</li> </ul>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
<b>3</b>	<b>Network Security and Email Policies</b> <ul style="list-style-type: none"> <li>• Setting up email protocols</li> <li>• DOS Attack</li> <li>• Ransomware</li> </ul>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2

4	<b>Application, Operating System and Software Security Policy</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
5	<b>Encryption and Key Management Policy</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
6	<b>Disaster Recovery and Business Continuity</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2, CLO3
7	<b>Security Policy: Audit and Compliance</b> <b>Mid Term Examination</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3
8	<b>Acceptable Use Policies and Training</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3
9	<b>Security Policy: Enforcement and Effectiveness</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3
10	<b>Internet Censorship (Case Analysis)</b>	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3, CLO4



11	Intellectual Property Protection (Case Analysis)	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
12	International Cooperation in Cyber Crime (Cyber Crime Treaty)	Lecture and live discussion	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
13	Case study: Code Red-White house Case study: Bangladesh Bank heist.	Discussion		CLO3, CLO4
14	Review Final Project Presentation		Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1

## ITM652 Digital Media Analytics

### A. Course General Information:

<b>Course Code:</b>	ITM652
<b>Course Title:</b>	Digital Media Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The explosion in digital media - web, social, and now mobile - represents a departure from how things were like in the last century. This proliferation of digital media is both a threat and an opportunity for many businesses. Business Analytics can be leveraged to process data, sentiment, buzz, contacts, context, and other aspects of business interest in realtime, for business performance and impact. The

course picks and uses use-cases from a variety of industries and geographies, to showcase the potential and impact that business analytics did properly (or not) can have on business performance.

### C. Rationale of the Course:

Global Business is increasingly confronted with the need to participate and manage in real-time digital environment. Hence business need to consider how to take advantage of digital technologies as a tool and potential imperative for competitive advantage and whether current marketing strategies are coherent with strategies for the digital market. As customer experience become increasingly digitized, practitioners have access to an array of data from digital sources. Students will focus on appreciating the digital marketing landscape and understand how firms can build value-enhancing strategies that leverage digital and social media channels. Through the use of digital analytic dashboards and software, students will learn to analyze marketing/customer data to make meaningful decisions.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Develop a foundation that draws on history, theory, and practice of media studies o Theories for interpretation of diverse forms of technology, communication, and media. o Contemporary media production and human-computer interaction
2. Develop advanced critical thinking skills in written analysis of text and visual media objects
3. Draw on a rigorous combination of theory, analysis, and hands-on digital work in the development of original ideas in digital media
4. Collaborate as a team in the development of original concepts to the production of innovative digital media
5. Understand the process of working with users in bringing ideas from concept to production

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

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

SL.	CLO Description
<b>CLO1</b>	Understand how managers use business analytics to formulate and solve business problems and to support managerial decision-making.
<b>CLO2</b>	Familiarize with the processes needed to develop, report, and analyze business data.
<b>CLO3</b>	Learn how to use and apply data analytics tools and technologies to make business decisions.
<b>CLO4</b>	Demonstrate social media management and monitoring skill
<b>CLO5</b>	Perform analytics in different platform to make strategic decisions.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
<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	<ul style="list-style-type: none"> <li>• <b>Introduction to Analytics</b> <ul style="list-style-type: none"> <li>○ Introduction to students and faculty</li> <li>○ What is Analytics</li> <li>○ Importance of analytics</li> <li>○ Areas of Analytics</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
2	<ul style="list-style-type: none"> <li>• <b>Business Analytics</b> <ul style="list-style-type: none"> <li>○ Definition</li> <li>○ Introduction Business analytics tools and software</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>• <b>Data Visualization</b> <ul style="list-style-type: none"> <li>○ Data Classification</li> <li>○ Data Studio</li> <li>○ Power BI</li> <li>○ Web scraper</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>• <b>Web Analytics tools</b> <ul style="list-style-type: none"> <li>○ Adobe/google tag manager</li> <li>○ Trend Analytics (Google Trends)</li> <li>○ Search Listening tool (Answerthepublic.com)</li> <li>○ SEO Analytics (Woo Rank Chrome Extension)</li> <li>○ Instagram Analytics (Notjustanalytics.com)</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>• <b>Descriptive Analysis</b> <ul style="list-style-type: none"> <li>○ Definition</li> <li>○ Area of Implementations</li> <li>○ Tools</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3

6	<ul style="list-style-type: none"> <li>• <b>Predictive Analysis</b> <ul style="list-style-type: none"> <li>○ Definition</li> <li>○ Area of Implementations</li> <li>○ Decision Tree</li> <li>○ Linear Regression</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>• <b>Time Series</b> <ul style="list-style-type: none"> <li>○ Topic Modelling</li> </ul> </li> <li>• <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>• <b>Introduction to Data Mining</b> <ul style="list-style-type: none"> <li>○ What is</li> <li>○ Why needed</li> <li>○ How it is helping</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>• <b>Data Mining Process</b> <ul style="list-style-type: none"> <li>○ Subtopic 1</li> <li>○ Subtopic 2 and so on...</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3
10	<ul style="list-style-type: none"> <li>• <b>Data Mining Tool</b> <ul style="list-style-type: none"> <li>○ Miner (Excel add-in – free 15-day trial available at <a href="http://www.solver.com/xlminer-data-mining">www.solver.com/xlminer-data-mining</a>)</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> <li>• <b>Using Data from Own Media</b> <ul style="list-style-type: none"> <li>○ Introduction to social media auditing</li> <li>○ How and why to conduct social media audits</li> <li>○ Social media auditing strategies and techniques</li> <li>○ Facebook, LinkedIn and twitter analytics</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> <li>• <b>Earned Media</b> <ul style="list-style-type: none"> <li>○ Understanding earned media</li> <li>○ Earned media strategies and content planning</li> <li>○ Social listening: what it is, why it matters, how to incorporate strategy and tools</li> <li>○ How to get earned media</li> <li>○ Earned media strategies for content marketing plans</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO3
13	<ul style="list-style-type: none"> <li>• <b>Using Listening Data</b> <ul style="list-style-type: none"> <li>○ Introduction to APIs</li> <li>○ How and why to use APIs</li> </ul> </li> </ul>	Lecture Discussion	Lab-based, learning by doing.	CLO2, CLO3

14	<ul style="list-style-type: none"> <li>• Mobile and web analytics <ul style="list-style-type: none"> <li>○ Use of augmented reality</li> </ul> </li> </ul> <b>Review</b>			
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## ITM653 Managing Disruptive Technologies

### A. Course General Information:

<b>Course Code:</b>	ITM653
<b>Course Title:</b>	Managing Disruptive Technologies
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

Disruptive Technologies are the ultimate challenge in change management. It impacts not only industry structures and strategic positioning, but it affects all levels of an organization (every task, activity, and process), and even its extended supply chain. At this course, we will try to understand the history of Disruptive Technologies that have changed our lives and we shall look together into the future and how other technologies are expected to create a new world of opportunities and risks in the business world and in our lives. We will review in detail the basis of disruptive innovation, while examining the historical processes that have caused some of these technologies that accompany us today to conceal entire technologies and industries overnight. Although these processes may seem incidental, we will try to gauge the motivations behind these technologies as well as the ways in which businesses must adapt to the new world that is being created.

### C. Rationale of the Course:

We live in a rapidly changing world dominated by a myriad of technology-enabled disruptions. As a consequence, there is a strong need for individuals that understand the nature of these innovations and the complex ways in which they may affect marketplaces. In line with this need, this course is about understanding technology-driven disruption from a managerial point of view. The course combines several lectures introducing fundamental concepts of economics and management applied to technology-enabled markets, such as multi-sided platforms, direct and indirect network effects, diffusion and critical mass, market power, economies of scale, winner-takes-all markets, pricing strategies, multi-homing, switching costs, differentiated services, versioning, bundling, envelopment attacks and cross-boundary disruptors. Students learn how to anticipate disruptive technologies and

are exposed to frameworks and tools to characterize and manage these technologies in the workplace.

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

The major objectives of this course are to:

1. Understand of the theory of disruptive innovation, how disruptive innovation differs from sustaining innovation, and the distinction between low-end and new-market disruption.
2. Imbibe economic frameworks to evaluate how disruptive innovations bring about changes in the market by altering the geometry of the market and/or new business models.
3. Understand various disruptive innovations from a technical perspective and gain a basic working knowledge of these technologies.
4. Recognize disruptive technologies and predict their impact on different markets.
5. Identify market gaps and create technological innovations that can address these gaps by assimilating prior coursework on programming, economics and statistics

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

Upon successful completion of this course, students will be able to:

SL.	CLO Description
<b>CLO1</b>	Understand the processes that have enabled certain technologies to change our lives.
<b>CLO2</b>	Review those current technologies with the greatest potential to change the world.
<b>CLO3</b>	Understand the positive and negative consequences of disruptive technologies.
<b>CLO4</b>	Conclude on leading processes in a world full of opportunities.
<b>CLO5</b>	Develop guidelines of the process of managing disruptive technologies.

#### 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 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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<b>1</b>	<b>Introduction and disruptive technologies</b> <ul style="list-style-type: none"> <li>○ Introduction to the course.</li> <li>○ Disruptive technologies according to Clayton Christensen.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02.CL03
<b>2</b>	<b>Modern concerns with the theory of disruption</b> <ul style="list-style-type: none"> <li>○ Critiques to the theory of disruption</li> <li>○ Examples and concerns raised by digital platforms</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL02.CL03
<b>3</b>	<b>Network Effects</b> <ul style="list-style-type: none"> <li>○ Direct network effects.</li> <li>○ Dynamics with positive network externalities.</li> <li>○ Critical mass</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02.CL03
<b>4</b>	<b>Theory of diffusion models</b> <ul style="list-style-type: none"> <li>○ Diffusion models.</li> <li>○ Central sources and S-shaped curves</li> <li>○ Information sharing.</li> <li>○ Types of adopters.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
<b>5</b>	<b>Network analysis</b> <ul style="list-style-type: none"> <li>○ Networks and network properties.</li> <li>○ Random graphs, preferential attachment.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
<b>6</b>	<ul style="list-style-type: none"> <li>○ Centrality. Seeding an innovation full network-based diffusion model. The diffusion of the iPhone 3G</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
<b>7</b>	<b>Introduction to simulator</b> <ul style="list-style-type: none"> <li>○ Using the diffusion simulation</li> </ul> <b>Mid-term Examination</b>			

8	<b>Indirect network effects and pricing</b> <ul style="list-style-type: none"> <li>○ Definition of indirect network effects and two-sided effects</li> <li>○ Pricing in two-sided markets</li> <li>○ Debrief game behaviours</li> <li>○ Pricing in two-sided networks</li> <li>○ Playing the app competition game</li> <li>○ Game debriefs</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02, CL03, CL04
9	<b>Akamai case</b> <ul style="list-style-type: none"> <li>○ Introduction to content distribution networks.</li> <li>○ The case of Akamai.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL03, CL04
10	<b>WINNER-TAKE-ALL in 2-SIDE PLATFORMS</b> <ul style="list-style-type: none"> <li>○ Winner-takes-all markets.</li> <li>○ Multihoming and demand for differentiated services.</li> <li>○ Akamai case</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL03, CL04
11	<b>Presentations on platforms</b>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02, CL03, CL04
12	<b>Real networks case, bundling and other examples</b> <ul style="list-style-type: none"> <li>○ The real networks case.</li> <li>○ Envelopment attacks.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL02, CL03, CL04
13	<b>X-boundary disruptors</b> <ul style="list-style-type: none"> <li>○ X-boundary disruptors.</li> <li>○ Pricing in attacks.</li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02, CL03, CL04
14	<b>Review Case presentation</b>			

## ITM654 Exploring and Visualizing Data

### A. Course General Information:

Course Code:	ITM654
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<b>Course Title:</b>	Exploring and Visualizing Data
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

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

This course covers the fundamentals of statistical exploration and visualization of data. We will fit models and produce specialized graphs to explore data in a detailed and statistics-oriented manner. This course also serves as a crash course in Microsoft Power BI/ Tableau/ Alteryx, a widely used Business Intelligence tool in Bangladesh and globally. It is designed to provide students with the foundations necessary for understanding and extending the current state of the art in data visualization.

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

This business course of foundation-level is mandatory for all the learners of the MBA 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 one core business functions – Information systems – and its successful completion will prepare learners for subsequent courses of 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. An understanding of the key techniques and theory used in visualization, including data models, graphical perception and techniques for visual encoding and interaction.
2. Exposure to a number of common data domains and corresponding analysis tasks, including multivariate data, networks, text and cartography.
3. Practical experience in Clean and process data for improving visualizations.
4. The ability to read and discuss research papers from the visualization literature.
5. Gain best practices for telling stories with data, using interactive databases to create visualizations and maps.

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

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

SL.	CLO Description
<b>CLO1</b>	Understand the fundamental design principles and different types of data visualization.
<b>CLO2</b>	Identify both positive and negative impacts of data-informed decision across a variety of domains
<b>CLO3</b>	Apply the fundamental concepts of data visualization to define a project in your field of study.
<b>CLO4</b>	Practice the core principles using widely available tools (e.g. Tableau, Power BI, Alteryx).
<b>CLO5</b>	Demonstrate the best practice that presents your story in the process of creating data visualization including connecting to different data sources, assessing to the quality of the data, and converting raw data into data visualizations that provide actionable information.

**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 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 data visualization</b> <ul style="list-style-type: none"> <li>Introduce yourself, Data visualization in everyday life?</li> <li>what makes a good visualization?</li> </ul> </li> </ul>			CLO1, CLO2, CLO3
<b>2</b>	<ul style="list-style-type: none"> <li><b>Principles for data visualization</b> <ul style="list-style-type: none"> <li>Read 2 articles assigned to you</li> <li>The Visual Display of Quantitative Information (2nd ed.), Edward Tufte (Read pp. 53-77 and 107-121)</li> <li>The Elements of Graphing Data (1985) by William S. Cleveland (Read pp. 24-55 and 68-88)</li> <li>The Truthful Art: Data, Charts, and Maps for Communication by Alberto Cairo (Read pp. 41-65 and 121- 149)</li> </ul> </li> </ul>	Reading reflection: Concept Map and Peer Feedback	Lab based, learning by doing.	CLO1, CLO2, CLO3

3	<ul style="list-style-type: none"> <li>• <b>Data literacy</b> <ul style="list-style-type: none"> <li>○ [Read] Read 1 article assigned to your group reading guide1</li> <li>○ D'Ignazio, C. (2017). Creative data literacy. Information Design Journal, 23(1), 6-18</li> <li>○ Pangrazio, L. and Sefton-Green, J. (2020). The social utility of 'data literacy'. Learning, Media, and Technology, 45(2), 208-220. [Read]</li> <li>○ One Dataset, Visualized 25 Ways: <a href="https://flowingdata.com/2017/01/24/one-datasetvisualized-25-ways/">https://flowingdata.com/2017/01/24/one-datasetvisualized-25-ways/</a> [Watch]</li> <li>○ [Optional] 3 Creative Data Literacy with Animated GIFs and Public Art by D'Ignazio, C.: <a href="https://www.youtube.com/watch?v=4uArFhp0MLw">https://www.youtube.com/watch?v=4uArFhp0MLw</a></li> </ul> </li> </ul>	Reading reflection: Reading Guide Pick a data set	Lab based, learning by doing.	CLO1, CLO2, CLO4
4	<ul style="list-style-type: none"> <li>• <b>Introduction to Tableau</b> <ul style="list-style-type: none"> <li>○ Tableau tutorial videos Getting started (25 mins): <a href="https://www.tableau.com/learn/tutorials/ondemand/gettingstarted?playlist=554268&amp;signin=4bec05bc7a876b95af7722b08fff9224283">https://www.tableau.com/learn/tutorials/ondemand/gettingstarted?playlist=554268&amp;signin=4bec05bc7a876b95af7722b08fff9224283</a></li> <li>○ The Tableau Interface (4 mins): <a href="https://www.tableau.com/learn/tutorials/ondemand/tableau-interface?playlist=554268">https://www.tableau.com/learn/tutorials/ondemand/tableau-interface?playlist=554268</a> [Read and Practice]</li> <li>○ Visual Analytics with Tableau: Chapter 1: Introduction and Getting Started with Tableau (pp. 1-23) [Read]</li> <li>○ Knaflic, C. N. (2015). Storytelling with data: Chapter 2: choosing an effective visual (pp. 35-70)</li> </ul> </li> </ul>	Tableau Practice: Basics Proposal draft	Lab based, learning by doing.	CLO1, CLO2, CLO4
5	<ul style="list-style-type: none"> <li>• <b>Multivariate visualization</b> <ul style="list-style-type: none"> <li>○ [Read] Choose 3 articles to read2</li> <li>○ Multivariate data visualization and the limits of human perception: <a href="https://uxdesign.cc/multivariate-datavisualization-and-the-limits-of-human-perception60ad47b4f59f">https://uxdesign.cc/multivariate-datavisualization-and-the-limits-of-human-perception60ad47b4f59f</a></li> <li>○ The Art of Effective Visualization of Multi-dimensional Data: <a href="https://towardsdatascience.com/the-art-">https://towardsdatascience.com/the-art-</a></li> </ul> </li> </ul>	Multivariate Storytelling Peer feedback: Proposal draft Tool selection	Lab based, learning by doing.	CLO1, CLO2, CLO4

	<p><a href="#">ofeffective-visualization-of-multi-dimensional-data6c7202990c57</a></p> <ul style="list-style-type: none"> <li>○ An Introduction to Visual Multivariate Analysis: <a href="https://www.perceptualedge.com/articles/beye/visual_multivariate_analysis.pdf">https://www.perceptualedge.com/articles/beye/visual_multivariate_analysis.pdf</a></li> <li>○ 30 Years of Multidimensional Multivariate Visualization: <a href="https://pdfs.semanticscholar.org/6b2a/08d0085c5513c76fb110fb4c7b554eee9344.pdf">https://pdfs.semanticscholar.org/6b2a/08d0085c5513c76fb110fb4c7b554eee9344.pdf</a></li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Multivariate visualization</b> <ul style="list-style-type: none"> <li>○ Tableau how-to videos: <a href="https://public.tableau.com/enus/s/resources">https://public.tableau.com/enus/s/resources</a> (31 mins)</li> <li>○ 7. Data Preparation – The Data Interpreter (4:29)</li> <li>○ 8. Data Preparation – Pivoting your Data (4:54)</li> <li>○ 9. Data Preparation – Splitting your Data (2:26)</li> <li>○ 10. Data Preparation – Joins and Unions (6:28)</li> <li>○ 11. Creating Your First Chart (2:34)</li> <li>○ 12. Using the Show Me Tool Bar (4:15)</li> <li>○ 13. Understanding the Logic of Charts (5:05) [Read and Practice]</li> </ul> </li> <li>○ Visual Analytics with Tableau: Chapter 3: Creating Data Visualizations (pp. 49-77)</li> </ul>	Tableau Practice: Multivariate Visualization	Lab based, learning by doing.	CLO1, CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Tableau: Multivariate visualization</b> <ul style="list-style-type: none"> <li>○ [Read] Read 1 article assigned to your group reading guide1</li> <li>○ Buslik, M., and Maltz, M. (1998). Power to the people: Mapping and information sharing in the Chicago Police Department. Crime Mapping and Crime Prevention. Crime Prevention Studies, 8, 113-130</li> <li>○ Downs, R. M. (2016). Bringing geography back to life: The role of the geospatial revolution in the US school system. Geography, 101(2), 77-84. [Watch]</li> <li>○ Geospatial Revolution (18 mins): <a href="https://youtu.be/9F7z9LLYxf8">https://youtu.be/9F7z9LLYxf8</a></li> </ul> </li> <li>○ <b>MID Term Exam</b></li> </ul>	Tableau Practice: Multivariate Visualization Final proposal	Lab based, learning by doing.	CLO1, CLO2, CLO4

8	<ul style="list-style-type: none"> <li>• <b>Geospatial visualization</b> <ul style="list-style-type: none"> <li>○ [Read and Practice] Choose one of the materials2</li> <li>○ Maps and Geographic Data Analysis in Tableau: <a href="https://help.tableau.com/current/pro/desktop/enus/maps.htm">https://help.tableau.com/current/pro/desktop/enus/maps.htm</a></li> <li>○ Visual Analytics with Tableau: Chapter 6: Maps (pp. 131- 154) [Watch/Practice]</li> <li>○ Mapping (12 videos): <a href="https://www.tableau.com/learn/training/20203">https://www.tableau.com/learn/training/20203</a></li> </ul> </li> </ul>	Geospatial Storytelling Reading reflection: Reading Guide	Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
9	<ul style="list-style-type: none"> <li>• <b>Interactive visualization</b> <ul style="list-style-type: none"> <li>○ [Read] Read 1 or 2 readings assigned to your group1</li> <li>○ Few, S. (2007). Data visualization - Past, present, and future. 2-11.</li> <li>○ Swayne, D., and Klinke, S. (1999). Introduction to the special issue on interactive graphical data analysis: What is interaction? Computational Statistics, 14, 1-6. (Read 3. Interaction: What is it?)</li> <li>○ M. C., and Roth, S. F. (1996, October). On the semantics of interactive visualizations. In Proceedings IEEE Symposium on Information Visualization'96 (pp. 29-36). IEEE. [Read]</li> <li>○ 2019: The Year in Visual Stories and Graphics: <a href="https://www.nytimes.com/interactive/2019/12/30/us/2019-year-in-graphics.html">https://www.nytimes.com/interactive/2019/12/30/us/2019-year-in-graphics.html</a></li> </ul> </li> </ul>		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
10	<ul style="list-style-type: none"> <li>• <b>Data Management</b></li> </ul>	Preparing and cleansing data	Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
11	<ul style="list-style-type: none"> <li>• <b>Data Wrangling</b></li> </ul>		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
12	<ul style="list-style-type: none"> <li>• <b>Tableau: Dashboard and Story</b></li> </ul>		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5

13	<ul style="list-style-type: none"> <li>• Critiques in data visualization</li> <li>• Data visualization with ethics</li> </ul>		Lab based, learning by doing.	CLO1, CLO2, CLO3 CLO4 CLO5
14	<ul style="list-style-type: none"> <li>• Final Project Presentation</li> <li>• Review Class</li> </ul>		Lab based, learning by doing.	CLO1, CLO2, CLO3 CLO4 CLO5

## ITM655 Digital Transformation

### A. Course General Information: Digital Transformation

<b>Course Code:</b>	ITM655
<b>Course Title:</b>	Digital Transformation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Mandatory Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course covers the fundamental principles of digital transformation in the fields of business, the process of utilizing digital technology to develop new or adapt existing business processes, culture, and consumer experiences in order to satisfy changing business and market requirements. The aim of this course is to give students business insights based on current and future technology trends and to raise the awareness of the audience around the rapid evolution of Technology by building up thoughts around ways how to adapt them in our everyday life.

### C. Rationale of the Course:

The course informs about what digital transformation is exactly is and what does it mean for companies. It talks about digital transformation in in light of the pace of change and the imperative it creates for businesses. Next the context for this transformation and what it takes to win in the digital age is provided followed by a framework which helps to identify key areas to digitize, including strategy, core processes, and technology. Students will be enabled be able to describe the underlying economics of innovation, technology, and market disruptions; weigh the pros and cons of current

digital technologies driving advancement and utilize the digital transformation framework as a "how-to" for digitizing organizations.

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

The major objectives of this course are to:

1. Provide students with tools for observing, analyzing and understanding how the role of digital technology is rapidly shifting.
2. Help students being an enabler of fundamental innovation and disruption in many sectors, including media, information and communication industries.
3. Make students familiar with the digitalization of large-scale and sweeping transformations across multiple aspects of business, and across many industries.
4. Provide students with insights and different perspectives on digital transformation.
5. Provide students with various new and established theoretical tools for analyzing such developments.

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

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

SL.	CLO Description
<b>CLO1</b>	Understand the fundamental principles of digital transformation in business areas.
<b>CLO2</b>	Harness the strategic business value of digital technologies intelligently
<b>CLO3</b>	Design and manage business models for services offered through digital platforms
<b>CLO4</b>	Implement and deploy different types of information systems applications within and across enterprises, while understanding user needs.
<b>CLO5</b>	Track and manage disruptive technologies

#### 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 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>What is digital transformation? Digital Business Ecosystems</b> <ul style="list-style-type: none"> <li>○ What is it?</li> <li>○ Why does it matter?</li> <li>○ Impact of digital transformation in business ecosystems</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
2	<ul style="list-style-type: none"> <li>• <b>Multi-sided platform (MSP) business</b> <ul style="list-style-type: none"> <li>○ The MSP Model</li> <li>○ Value proposition of MSP Model</li> <li>○ How it relates with business</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02, CL03
3	<ul style="list-style-type: none"> <li>• <b>Platform Economy</b> <ul style="list-style-type: none"> <li>○ Explain why business move towards digital platform</li> <li>○ How platform economy connects business with consumers, entrepreneurs and people in general</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
4	<ul style="list-style-type: none"> <li>• <b>Digital Business Models</b></li> <li>• <b>Value Co-creation</b> <ul style="list-style-type: none"> <li>○ Explain the digital business models</li> <li>○ How it improves several aspects of an organization</li> <li>○ Explain the joint creation of value by the company and the consumers</li> <li>○ Mechanisms of interplay and collaborations between service providers and customers</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
5	<ul style="list-style-type: none"> <li>• <b>Data business and data security</b> <ul style="list-style-type: none"> <li>○ Concept of DDBM (Data Driven Business Model)</li> <li>○ How data helps the company to understand the market</li> <li>○ Importance of barriers against unwanted access to the business data of a company</li> <li>○ Strategy to secure data</li> </ul> </li> </ul>	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02, CL03



6	<ul style="list-style-type: none"> <li>• <b>Transformation enabled by business analytics</b> <ul style="list-style-type: none"> <li>○ How business analytics help to transform business models</li> <li>○ Ways to encountering new opportunities</li> <li>○ Business analytics and management transformation</li> </ul> </li> </ul>	Lecture and live discussion	Midterm Exam, Final Exam	CL01, CL02, CL03
7	<ul style="list-style-type: none"> <li>• Business analytics and management transformation</li> </ul> <p style="text-align: center;"><b>MID-TERM</b></p>			
8	<ul style="list-style-type: none"> <li>• <b>Machine learning management</b> <ul style="list-style-type: none"> <li>○ Analyzing the data and giving conclusions from it</li> <li>○ Finding patterns in structured data and Making predictions</li> <li>○ Gaining business insights effectively</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
9	<ul style="list-style-type: none"> <li>• <b>The internet of things</b> <ul style="list-style-type: none"> <li>○ Concept of IoT</li> <li>○ How IoT helps to collect real time data</li> <li>○ IoT and enhancement of business process</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
10	<ul style="list-style-type: none"> <li>• <b>Ai and human intelligence</b> <ul style="list-style-type: none"> <li>○ Collaboration between AI and human</li> <li>○ Solving organizational problems with AI</li> <li>○ How AI boosts digital transformation across industries</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
11	<ul style="list-style-type: none"> <li>• <b>Cloud computing</b> <ul style="list-style-type: none"> <li>○ Correlation between cloud computing and digital transformation</li> <li>○ How cloud computing reduces the risks of wasting IT resources</li> <li>○ How it helps the organization to scale infrastructure as needed</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04, CL05
12	<ul style="list-style-type: none"> <li>• <b>Social media and social content strategies</b> <ul style="list-style-type: none"> <li>○ How social media connects consumers with organizations</li> <li>○ Impact of social media in digital transformation</li> <li>○ How to engage with audience</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05

	<ul style="list-style-type: none"> <li>○ Social content strategies narrate the way you connect with people</li> </ul>			
<b>13</b>	<ul style="list-style-type: none"> <li>• <b>Digital transformation in selected industry sectors</b> <ul style="list-style-type: none"> <li>○ Implementation of digital transformation in selected sectors</li> <li>○ Value added by digital transformation in to those sectors</li> <li>○ Overall review</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05
<b>14</b>	<ul style="list-style-type: none"> <li>• Value added by digital transformation in to those sectors <ul style="list-style-type: none"> <li>○ Overall review Class</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05

## ITM656 Business Intelligence and Data Mining

### A. Course General Information:

<b>Course Code:</b>	ITM656
<b>Course Title:</b>	Business Intelligence and Data Mining
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the Information Technology Management Concentration
<b>Prerequisites:</b>	BUS528 Management Information System
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

With the proliferation of Web 2.0 making inroads into the enterprises and industries, the ability to understand, analyze and interpret businesses from Big Data has become increasingly more important today. This class aims to equip you with highly demanded business analytics skills in the current job market. The course will focus on extracting business intelligence by leveraging firm's business data as well as online social media content for various applications, including (but not limited to) search engine marketing, social media analytics, crowd-sourcing management, market analysis and demand estimation, social network analysis, customer segmentation, customer relationship management (CRM), web mining and health care management. The class will be hands-on and the emphasis will be placed on the "know-how" aspect - how to extract and apply business intelligence to improve business decision making and marketing strategies.

### C. Rationale of the Course:

Data mining is the discovery of hidden information from historical data. With data mining, it is possible to better manage product warranties, predict purchases of retail stock, unearth fraud, determine

credit risk, and define new products and services. This course introduces basic data mining technologies and their use for business intelligence. Students will learn how to analyze the business needs for knowledge discovery in order to create competitive advantages and to apply data mining technologies appropriately in order to realize their real business value.

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

The major objectives of this course are to:

1. familiar students with Advanced BI concepts and core IT concepts
2. explain predictive analytics fundamentals
3. facilitate advanced problem-solving using data mining.
4. critique problems, issues, and trends using predictive analysis
5. develop an understanding of predictive analytics and data science

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

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

SL.	CLO Description
<b>CLO1</b>	Differentiate, design and assess various business intelligence (BI) and data mining models.
<b>CLO2</b>	Identify and translate real-world business problems into BI and data mining problems.
<b>CLO3</b>	Exhibit ability in pre-preparing and visualizing the right data towards these problems.
<b>CLO4</b>	Implement efficient BI strategies to solve these problems.
<b>CLO5</b>	Develop proficiency in BI software (Alteryx).
<b>CLO6</b>	Enhance knowledge and skills in the current trends in the management and use of BI.

#### 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>				✓	✓				
<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>• Introduction with students, motivation, expectations and in-detail discussion of course syllabus.</li> <li>• <b>Introduction to Data Mining</b> <ul style="list-style-type: none"> <li>○ Introduction: What is data mining? What makes it a new and unique discipline? Relationship between Data Warehousing, On-line Analytical Processing, and Data Mining.</li> <li>○ Data Warehousing</li> <li>○ Data mining process: Data preparation/cleansing, task identification.</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
2	<ul style="list-style-type: none"> <li>• <b>Data Exploration</b> <ul style="list-style-type: none"> <li>○ Data Terminology</li> <li>○ Data Exploration</li> <li>○ Data Exploration through Summary Statistics</li> <li>○ Data Exploration through Plots</li> <li>○ Exploring Data with KNIME Plots</li> <li>○ Data Exploration in Spark</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
3	<ul style="list-style-type: none"> <li>• <b>Data pre-processing</b> <ul style="list-style-type: none"> <li>○ Data cleaning</li> <li>○ Data transformation</li> <li>○ Data reduction</li> <li>○ Discretization and generating concept hierarchies</li> <li>○ Installing Weka 3 Data Mining System</li> <li>○ Experiments with Weka - filters, discretization</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
4	<ul style="list-style-type: none"> <li>• <b>Classification of Data</b> <ul style="list-style-type: none"> <li>○ Types of Data Classification</li> <li>○ Features of Data Classification</li> </ul> </li> </ul>	Lecture and live discussion		CL02, CL03

5	<ul style="list-style-type: none"> <li>• <b>Clustering</b> <ul style="list-style-type: none"> <li>○ Basic issues in clustering</li> <li>○ First conceptual clustering system: Cluster/2</li> <li>○ Partitioning methods: k-means, expectation maximization (EM)</li> <li>○ Hierarchical methods: distance-based agglomerative and divisible clustering</li> <li>○ Conceptual clustering: Cobweb</li> <li>○ Experiments with Weka - k-means, EM, Cobweb</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
6	<ul style="list-style-type: none"> <li>• Hierarchical methods: distance-based agglomerative and divisible clustering</li> <li>• Conceptual clustering: Cobweb</li> <li>• Experiments with Weka - k-means, EM, Cobweb <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
7	<ul style="list-style-type: none"> <li>• <b>Outlier Analysis</b> <ul style="list-style-type: none"> <li>○ Types of Outliers, Outlier Detection Methods</li> <li>○ Mining Complex Data, Research Frontiers of Data Mining</li> </ul> </li> </ul> <p style="text-align: center;"><b>MID-TERM</b></p> <p><b>(Date, Time and venue will be announced in the class)</b></p>			
8	<ul style="list-style-type: none"> <li>• <b>Frequent Pattern Mining</b> <ul style="list-style-type: none"> <li>○ Introduction</li> <li>○ Scalability Issues in Frequent Pattern Mining</li> <li>○ Frequent Pattern Mining with Advanced Data Types</li> <li>○ Applications of Frequent Pattern Mining.</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
9	<ul style="list-style-type: none"> <li>• <b>Business Intelligence</b> <ul style="list-style-type: none"> <li>○ <b>Understanding Business Intelligence</b></li> <li>○ <b>Business Intelligence Technology Counterparts</b></li> <li>○ Enterprise Resource Planning</li> <li>○ Customer Relationship Management</li> <li>○ The Spectrum of Business Intelligence</li> <li>○ Business Intelligence User Interfaces</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03

10	<ul style="list-style-type: none"> <li>• <b>Decision Support Systems</b> <ul style="list-style-type: none"> <li>○ An Overview DSS Configurations; What Is a DSS? Characteristics and Capabilities of DSS; Components of DSS; The Data Management Subsystem; The Model Management Subsystem; The User Interface (Dialog) Subsystem; The Knowledge-Based Management Subsystem; The User; DSS Hardware; DSS Classifications</li> <li>○ Business Analytics and Data Visualization</li> <li>○ Data, Text, and Web Mining</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL03
11	<ul style="list-style-type: none"> <li>• <b>BI Application</b></li> <li>• <b>Quick Start Power BI Service</b> <ul style="list-style-type: none"> <li>○ Introduction to Tools and Terminology; Dashboard in Minutes; Refreshing Power BI Service; Interacting with your Dashboards; Sharing Dashboards and Reports.</li> </ul> </li> <li>• <b>Getting and Transforming Data with Power BI Desktop</b> <ul style="list-style-type: none"> <li>○ Introduction to Power BI Desktop; Getting Data: Excel vs Power BI Desktop and Service; Naming for Q and A; Direct Query vs Import Data Modeling with Power BI;</li> <li>○ Introduction to Modelling; Setup and Manage Relationships; Cardinality and Cross Filtering; Default Summarization and Sort by; Creating Calculated Columns; Creating Measures and Quick Measures;</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06

12	<ul style="list-style-type: none"> <li>• <b>Power BI Desktop Visualizations</b> <ul style="list-style-type: none"> <li>○ Creating Visualisations; Colour and Conditional Formatting; Setting Sort Order; Scatter and Bubble Charts and Play Axis; Tooltips; Slicers, Timeline Slicers and Sync Slicers; Cross Filtering and Highlighting ,Visual, Page and Report Level Filters; Drill Down/Up; Hierarchies; Constant Lines; Tables, Matrices and Table Conditional Formatting; KPI's, Cards and Gauges; Map Visualisations; Custom Visuals; Managing and Arranging; Drill through; Custom Report Themes; Grouping and Binning; Bookmarks and Buttons; Decomposition Tree;</li> </ul> </li> <li>• <b>Power BI Service Visualization Tools</b> <ul style="list-style-type: none"> <li>○ Introduction to the Power BI Service; Standalone Tiles; Data Driven Alerts (Power BI Pro/Premium); Quick and Related Insights;</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06
13	<ul style="list-style-type: none"> <li>• <b>Power BI and Excel Together</b> <ul style="list-style-type: none"> <li>○ Options for Publishing from Excel; Pin Excel Elements to Power BI (Excel 2010-2013); Analyze in Excel (Power BI Pro or Premium); Excel Publish:</li> </ul> </li> </ul>	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06
14	<ul style="list-style-type: none"> <li>• Upload and Export to Power BI; Sharing Published Excel Dashboards (Power BI Pro or Premium)</li> <li>• <b>Review Class</b></li> </ul>			

## ITM666 Contemporary Issues in Information Technology Management

**Course Code and Title:** ITM666 Contemporary Issues in Information Technology Management

The course examines special issues and/or contemporary events in the area of Information Technology at an advanced level. Selection of topics depends on the relevance and importance to the field, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

## **MKT620 Strategic Marketing**

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

<b>Course Code:</b>	MKT620
<b>Course Title:</b>	Strategic Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Mandatory for MBA Program
<b>Type:</b>	Advanced Core Course
<b>Prerequisites:</b>	BUS529 Marketing Management
<b>Co-requisites:</b>	None

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

This course aims to align the organizational capabilities with market conditions to gain competitive advantage for the firm over its competitors. Analysis of organizational capabilities using standard framework of SWOT and TOWS supplemented by market-driven data enable the company to draw the future line of action ought to be pursued to reach its strategic goals. The topics include Market-Driven Strategy, Markets and Competitive Space, Strategic Market Segmentation, Innovation and New-Product Strategy, Strategic Brand Management, Value-Chain, Pricing and Promotion Strategy. The course will be instructed upon following the case study method, and problem identification and solving activities in real life context.

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

This is a 3-credit course where 36 hours are 'contact time' with weekly lectures. The rest are the weekly reading, preparation of the case studies, completing assignment, and other participation activities. The lectures will deliver the theoretical and conceptual aspects of Strategic Marketing with examples in order for learners to know the application in real life marketing scenario. The learners require participating in in-class discussions and group activities to share their knowledge in an interactive manner. The learners are highly recommended to read the relevant recommended reading materials before joining each lecture. This will enable learners grab the concepts and tools quickly and apply them in relevant real-life case scenario.



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

The major objectives of this course are to:

1. Understand the concept of strategic market decision making and planning and its role in corporate mission and strategies
2. Identify primary and secondary sources of information from marketing research and other market intelligence systems about the company, customers, and competitors
3. Recognize and comprehend different strategic marketing tools including competitor analysis, portfolio analysis, and STDP (segmentation, targeting, differentiation, positioning)
4. Know the application of innovative marketing strategies including, but not limited to value co-creation, digital marketing, and sustainable marketing strategies
5. Recognize the ethics and social responsibility issues as well as UN SDGs relevant to marketing strategies

#### **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>	Explain the concept of strategic market decision making and planning and its role within a strategic business unit
<b>CLO2</b>	Apply primary and secondary information from marketing research and other market intelligence systems to analyze the three Cs: company, customers, and competitors
<b>CLO3</b>	Apply critical thinking through the use of strategic marketing tools including, but not limited to competitor analysis, portfolio analysis, and STDP (segmentation, targeting, differentiation, positioning)
<b>CLO4</b>	Formulate and recommend innovative marketing strategies including, but not limited to value co-creation, digital marketing, and sustainable marketing strategies
<b>CLO5</b>	Address the ethics and social responsibility issues as well as UN SDGs relevant to marketing strategies

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2					✓		✓		
CLO3		✓		✓					
CLO4								✓	✓
CLO5			✓			✓			

**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 COs
1	<ul style="list-style-type: none"> <li>● <b>Introduction to Strategic Marketing</b> <ul style="list-style-type: none"> <li>○ Importance of SM</li> <li>○ Recent changes in Marketing Concepts</li> <li>○ Application of alternative SM approaches</li> <li>○ Role of marketing in stakeholders' objectives</li> <li>○ Guiding principles of SM</li> </ul> </li> </ul>	Lecture, Interactive Discussion	Quiz	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Customer and STP Analysis</b> <ul style="list-style-type: none"> <li>○ Customer buying process and relevant marketing strategies</li> <li>○ Situational influences and relevant strategic issues</li> <li>○ Segmentation approaches – beyond traditional bases</li> <li>○ Creating target market profile</li> <li>○ Privacy issues relating to customer data for STP</li> <li>○ Positioning strategies</li> </ul> </li> </ul>	Lecture, In-Class Exercise	Quiz, Mid-Term Exam	CLO3, CLO5

3	<ul style="list-style-type: none"> <li>● <b>Customer Value Proposition</b> <ul style="list-style-type: none"> <li>○ Customer value concept</li> <li>○ Marketing strategies to maximize customer value</li> <li>○ Customer value and relevant strategic pricing issues</li> </ul> </li> </ul>	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Marketing Mix: Product Strategies</b> <ul style="list-style-type: none"> <li>○ Revisiting marketing mix</li> <li>○ Product as bundle of benefits</li> <li>○ Strategic issues relating to product decision</li> <li>○ Marketing strategies across product levels to maximize customer value</li> <li>○ Marketing strategies across product categories</li> </ul> </li> </ul>	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Marketing Mix: Pricing Strategies</b> <ul style="list-style-type: none"> <li>○ Key strategic issues in pricing</li> <li>○ Base pricing strategies</li> <li>○ Adjusting the base price</li> <li>○ Pricing service products</li> <li>○ Best practices</li> </ul> </li> </ul>	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Marketing Mix: Place Strategies</b> <ul style="list-style-type: none"> <li>○ Marketing channels and physical distribution</li> <li>○ Strategic supply chain issues</li> <li>○ Trends in supply chain strategies</li> </ul> </li> </ul>	Lecture	Quiz, Mid-Term Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Supply Chain Best Practices</b> <ul style="list-style-type: none"> <li>○ Analysis of five cases of best practices of supply chain strategies: Unilever, Walmart, Starbucks, Nike, Tesla</li> </ul> </li> </ul>	Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Exam</b></li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Marketing Mix: Integrated Marketing Communications</b> <ul style="list-style-type: none"> <li>○ Components of IMC</li> <li>○ Strategic issues in IMC</li> <li>○ Revising the traditional promotion mix</li> <li>○ Strategies for mass media communications</li> </ul> </li> </ul>	Lecture, Research Article	Quiz, Final Exam	CLO4, CLO5

10	<ul style="list-style-type: none"> <li>● <b>Competitor Strategies</b> <ul style="list-style-type: none"> <li>○ Criticality of analyzing competitors</li> <li>○ Red Ocean Strategies versus Blue Ocean Strategies</li> <li>○ Application of competitive strategies and tactics for defending market share</li> </ul> </li> </ul>	Lecture, In-Class Exercise	Assignment, Final Exam	CLO2, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Product Portfolio Analysis</b> <ul style="list-style-type: none"> <li>○ Importance of maintaining a balanced portfolio</li> <li>○ Overview of different portfolio models with their advantages and limitations</li> <li>○ Application of GE McKinsey Matrix and BCG Matrix</li> <li>○ Investment decisions for different SBUs</li> </ul> </li> </ul>	Lecture, In-Class Exercise	Assignment, Final Exam	CLO2, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Co-creation Marketing Strategies</b> <ul style="list-style-type: none"> <li>○ Strategic importance of NPD</li> <li>○ Co-creation concepts</li> <li>○ Importance of co-creation in NPD process</li> <li>○ Different customer types for Customer Co-creation</li> <li>○ Application of different co-creation strategies in NPD process</li> </ul> </li> </ul>	Lecture, Research Article, Best Practices	Assignment, Final Exam	CLO4
13	<ul style="list-style-type: none"> <li>● <b>Sustainable Marketing Strategy</b> <ul style="list-style-type: none"> <li>○ Going beyond modern marketing</li> <li>○ Sustainability and sustainable development goal</li> <li>○ Three pillars of sustainability: Triple Bottom Line</li> <li>○ Marketing strategies aligning UN SDGs</li> <li>○ Best practices</li> </ul> </li> </ul>	Lecture, Research Article	Assignment, Final Exam	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Digital Marketing Strategy</b> <ul style="list-style-type: none"> <li>○ 5 Ds of digital marketing</li> <li>○ Digital marketing critical success factors</li> </ul> </li> </ul>	Lecture, Research Article	Assignment, Final Exam	CLO4

	<ul style="list-style-type: none"> <li>○ Media models for digital marketing</li> <li>○ Influencer marketing strategies</li> <li>○ Content marketing strategies</li> </ul>			
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## **MKT651 Consumer Behavior**

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

<b>Course Code:</b>	MKT651
<b>Course Title:</b>	Consumer Behavior
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Mandatory elective course for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

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

To compete effectively in the marketplace, every firm needs a business strategy. Ultimately, a strategy is deemed successful if the firm can convince customers to buy more of its products and less of the competitor's. This happens only if the firm markets a product that satisfies the needs of consumers through an understanding of the psychological and environmental forces influencing consumer behavior. This course capitalizes on the theories and applications of social sciences, behavioral economics, anthropology, and psychology to strengthen students' understanding of consumer behavior.

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

Competent Marketing professionals can gain valuable insights into the behavior of the target consumers of their products and services. Therefore, students need to understand the internal and external influences that affect consumers and affect their consumption behavior. Consumer perceptions, theories of learning and motivation, self-concept and values, and personality and lifestyles are critical topics that inform and constitute the core concepts of Consumer Behavior. The course imparts to the learners all these key concepts, helps them develop competencies through

applications of the ideas, and evaluates critical issues in the dynamic field of Consumer Behavior. The course is one of the building blocks of knowledge for the core functions of Consumer Behavior.

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

The major objectives of this course are to:

1. Describe the evolution of the marketing concept, the most prominent tools used to implement marketing strategies, the relationship between value and customer retention
2. Discuss how the Internet and related technologies improve marketing transactions by adding value that benefits both marketers and customers
3. Highlight what attitudes are (psychological processes of consumers), how they are formed, and their role in consumer behavior
4. Explore the interrelationships among customer value, satisfaction, and retention, and technology's revolutionary role in designing effective retention measures and strategies (segmentation, targeting, positioning, and branding)
5. Illustrate how innovative offerings gain acceptance within market segments

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

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

SL.	CLO Description
<b>CLO1</b>	Define consumer behavior through the lens of marketing in this ever-changing contemporary realities and technology's revolutionary era
<b>CLO2</b>	Apply the theories related to consumer behavior
<b>CLO3</b>	Recognize the role of marketers to understand and shape consumer behavior
<b>CLO4</b>	Develop marketing strategies considering customer value, customer satisfaction, and customer retention
<b>CLO5</b>	Apply the knowledge to real-world situations of consumer behavior by synthesizing marketing strategies of different organizations to gain a competitive advantage

#### 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>		✓							

CLO4						✓			
CLO5								✓	

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

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Technology-Driven Consumer Behavior</b> <ul style="list-style-type: none"> <li>○ The Marketing Concept</li> <li>○ Technology Enriches the Exchange Between Consumers and Marketers</li> <li>○ Customer Value, Satisfaction, and Retention</li> <li>○ Consumer Behavior Is Interdisciplinary</li> </ul> </li> </ul>	Discussion and related case studies in group/individual form	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Segmentation, Targeting, and Positioning</b> <ul style="list-style-type: none"> <li>○ Market Segmentation and Effective Targeting</li> <li>○ Bases for Segmentation</li> <li>○ Behavioral Targeting Positioning and Repositioning</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> <li>● <b>Consumer Motivation</b> <ul style="list-style-type: none"> <li>○ The Dynamics of Motivation</li> <li>○ Systems of Needs</li> <li>○ The Measurement of Motives</li> <li>○ The Nature and Theories of Personality</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>○ Personality Traits and Consumer Behavior</li> <li>○ Product and Brand Personification</li> <li>○ The Self and Self-Image</li> </ul>			
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Personality</b></li> <li>○ The Nature and Theories of Personality</li> <li>○ Personality Traits and Consumer Behavior</li> <li>○ Product and Brand Personification</li> <li>○ The Self and Self-Image</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO2, CLO4
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Perception</b></li> <li>○ The Elements of Perception</li> <li>○ Perceptual Selection</li> <li>○ Perceptual Organization</li> <li>○ Perceptual Interpretation</li> <li>○ Stereotyping</li> <li>○ Consumer Imagery</li> <li>○ Perceived Quality</li> <li>○ Perceived Risk</li> </ul>	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO2, CLO4
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Learning</b></li> <li>○ The Elements of Consumer Learning</li> <li>○ Classical Conditioning</li> <li>○ Instrumental Conditioning</li> <li>○ Observational Learning</li> <li>○ Information Processing</li> <li>○ Cognitive Learning</li> <li>○ Consumer Involvement and Hemispheric Lateralization</li> <li>○ Outcomes and Measures of Consumer Learning</li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO4



7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm week</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Consumer Attitude Formation and Change</b> <ul style="list-style-type: none"> <li>○ Attitudes and Their Formation</li> <li>○ The Tri-Component Attitude Model</li> <li>○ Multi-Attribute Attitude Models</li> <li>○ Changing the Motivational Functions of Attitudes</li> <li>○ The Elaboration Likelihood Model</li> <li>○ Assigning Causality and Attribution Theory</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Persuading Consumers</b> <ul style="list-style-type: none"> <li>○ The Communication Process</li> <li>○ Broadcasting versus Narrowcasting</li> <li>○ Designing Persuasive Messages</li> <li>○ Persuasive Advertising Appeals</li> <li>○ Measures of Message Effectiveness</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Class Activity, Final Exam	CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>The Family and Its Social Standing</b> <ul style="list-style-type: none"> <li>○ The Family as a Socialization Agent</li> <li>○ Family Decision-Making and Consumption-Related Roles</li> <li>○ The Family Life Cycle</li> <li>○ Nontraditional Families and Non-Family Households</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO4

	<ul style="list-style-type: none"> <li>○ Social Standing and Consumer Behavior</li> <li>○ Measuring Social Class</li> <li>○ Social Classes' Characteristics and Consumer Behavior</li> <li>○ Geo-Demography and Social Class</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Marketing Ethics and Social Responsibility</b></li> <li>○ The Societal Marketing Concept: Utopia or Reality?</li> <li>○ Exploitive Marketing</li> <li>○ Crafty Promotional Messages and Techniques</li> <li>○ Provocative Marketing</li> <li>○ Abusing Consumers' Privacy</li> <li>○ Promoting Social Causes</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, In-class Exercises	CLO6
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Research</b></li> <li>○ Developing Research Objectives</li> <li>○ Collecting Secondary Data</li> <li>○ Designing Primary Research</li> </ul>	Lecture, Notes, Discussions,	Final Exam, In-class Exercises	CLO8
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Research</b></li> <li>○ Combining Qualitative and Quantitative Research</li> <li>○ Data Analysis and Reporting Research Findings</li> </ul>	Lecture, Discussions, Research/project proposal exercise	In-class Exercises	CLO6, CLO8
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Term Paper Presentation and Review</b></li> <li>○ Multiple topics listed above covered in the Group Project</li> </ul>	Presentation of (Group Project) and Feedback	Final Exam, Group Project	CLO8

## **MKT652 Digital Marketing Strategies**

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

<b>Course Code:</b>	MKT652
<b>Course Title:</b>	Digital Marketing Strategies
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA program
<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

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

The Digital Marketing Strategies Course addresses all of the marketing strategies that are particular to this extremely competitive digital arena. The goal of this course is to identify the many components of digital marketing and to examine each one of these components' unique marketing approach. This course explores the following: affiliate marketing, email marketing, global marketing, social media marketing, and search engine marketing. A thorough understanding of each one of these aspects is necessary to cultivate a successful digital marketing campaign. Advanced topics are discussed within each type of marketing strategy, and companion case studies align with the course content.

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

The course examines digital marketing strategy, implementation and executional considerations for B2B and B2C brands and provides a detailed understanding of all digital channels and platforms. Participants will complete the course with a comprehensive knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation.

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

The major objectives of this course are to:

1. Evaluate how and why to use digital marketing to achieve multiple goals as part of a larger marketing and/or media strategy
2. Develop, evaluate, and execute a comprehensive digital marketing strategy and plan
3. Illustrate how to measure digital marketing efforts and calculate ROI
4. Explore the latest digital marketing technologies

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

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

SL.	CLO Description
<b>CLO1</b>	Apply digital marketing knowledge to business situations in local and global environments.
<b>CLO2</b>	Analyze digital marketing issues in business situations, draw appropriate and well-justified solutions, and develop and evaluate an effective digital marketing plan.
<b>CLO3</b>	Critically review digital marketing decisions on the basis of social, environmental and cultural considerations.
<b>CLO4</b>	Develop a purposeful content marketing strategy to achieve business and marketing goals
<b>CLO5</b>	Effectively communicate digital marketing knowledge in oral and written contexts.

**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 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>○ Role and importance of digital marketing in current world</li> <li>○ How digital marketing leads to cost-effective communication with the target audience</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Setting the Stage: Digital Marketing / Concepts / Landscape</b> <ul style="list-style-type: none"> <li>○ Services of digital marketing</li> <li>○ Various concepts related to digital marketing</li> <li>○ Basic understating of digital platforms</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Building Blocks: Consumer Behavior / ZMOT (Zero moment of truth) / The Consumer Journey</b> <ul style="list-style-type: none"> <li>○ The consumer decision making stages and how this leads to actual purchase</li> <li>○ Understanding of the ZMOT (Zero moment of truth) in terms of decision making of the consumers</li> <li>○ The journey from initial decision to final purchase of a customer</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Acquisition and Engagement:</b> <ul style="list-style-type: none"> <li>○ Understanding the Digital Channels</li> <li>○ Understanding the scope of engagements in each channel</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO2, CLO4

	<ul style="list-style-type: none"> <li>○ Develop plans to optimize engagement and generate acquisition</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Email Marketing</b> <ul style="list-style-type: none"> <li>○ Email Newsletters</li> <li>○ Acquisition Email</li> <li>○ Retention Emails</li> <li>○ Promotional Emails</li> </ul> </li> </ul>	Lecture/Lab	Assignment / Midterm	CLO2, CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Organic Search (SEO) and Paid Search (SEM)</b> <ul style="list-style-type: none"> <li>● What is the difference between organic search vs. paid search?</li> <li>● How to find the right mix.</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm Week</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Content Marketing</b> <ul style="list-style-type: none"> <li>○ How content marketing works</li> <li>○ Awareness stage</li> <li>○ Consideration stage</li> <li>○ Closing stage</li> </ul> </li> </ul>	Lecture/Lab	Quiz/Final	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Digital Marketing Analytics and ROI</b> <ul style="list-style-type: none"> <li>○ Which Metrics Help You Measure Digital Marketing ROI?</li> <li>○ Cost per lead (CPL).</li> <li>○ Cost per acquisition (CPA).</li> <li>○ Average order value (AOV).</li> <li>○ Conversion rates by channel.</li> <li>○ Conversion rates by device.</li> <li>○ Exit rate.</li> <li>○ Customer lifetime value (CLV).</li> <li>○ Net Promoter Score (NPS).</li> <li>○ Time invested in project/campaign vs. returns.</li> <li>○ Traffic to lead ratio.</li> <li>○ Return on Ad Spend (ROAS).</li> <li>○ Overall revenue.</li> <li>○ Customer retention rate</li> </ul> </li> </ul>	Lecture/Lab	Assignment / Final	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Lead Management</b> <ul style="list-style-type: none"> <li>○ Lead Awareness</li> </ul> </li> </ul>	Lecture/Lab	Assignment / Final	CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Lead Education</li> <li>○ Lead Sampling</li> <li>○ Lead Conversion</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Web Presence and Landing Pages</b> <ul style="list-style-type: none"> <li>○ How web presence and landing pages can affect brand and create leads</li> <li>○ Approaches to optimize web presence.</li> <li>○ Tools to improve landing pages.</li> </ul> </li> </ul>	Lecture/Lab	Assignment / Final	CLO2, CLO3, CLO4
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Brand Safety</b> <ul style="list-style-type: none"> <li>○ Importance of Brand Safety in digital world</li> <li>○ Various types of digital frauds that can hurt brands Safety measures</li> </ul> </li> </ul>	Lecture/	Assignment / Final	CLO4, CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Putting it all together: Creating a Strategy</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of digital marketing strategy</li> <li>○ Steps in creating digital marketing strategy</li> <li>○ Developing evaluation metrics</li> </ul> </li> </ul>	Lecture/Lab	Quiz/Final	CLO2, CLO3, CLO4
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Review, Group Presentation Week</b></li> </ul>			

## MKT653 Strategic Brand Management

### A. Course General Information:

Course Code	MKT653
Course Title	Strategic Brand Management
Credit Hours	3
Contact Hours/Week	3
Category	Elective in the MBA program
Type	Elective for major in Marketing

Prerequisite	MKT620 Strategic Marketing
Co-requisite	None

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

The inventions of digital technologies and social media platforms have dramatically advanced the growth of brands both locally and globally. Brands convey essential signals to consumers about the quality and other features of the products/services. Brands have unique and personal meanings. Brands are important assets and companies that invest in brands gain a sustainable competitive advantage over time. The course explains the importance of brands to a firm, what it means to the market and how to build a brand, and measure and manage brand equity. Students will be able to study critical branding theories and models and reflect on and improve knowledge and practices through case studies and exercises.

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

This business course is one of the major courses in the marketing stream of the MBA program. The rationale for including this course in the MBA program is to provide a solid and hands-on learning experience on brand building. This course prepares MBA students to learn theories and apply tools and techniques to build brand equity and measure brand performance. Students acquire comprehension skills in branding case analysis and development, research and analytical skills, independent and teamwork skills within the stringent time frame, problem-solving skills, academic report writing and presentation skills, and awareness of ethical and responsible practices in the digital transformation era.

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

The major objectives of this course are to:

- 1) Develop an understanding of branding concepts, theories, models, and other tools to make branding decisions
- 2) Identify brands' roles in the decision-making process and creating shareholder value
- 3) Appreciate and explain the steps of brand strategy and brand marketing programs
- 4) Design and implement brand performance measurement systems
- 5) Plan and apply brand equity for a sustained growth

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

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



SL.	CLO Description
<b>CLO1</b>	Evaluate the situation and performance of a brand and develop a case and recommend future strategies.
<b>CLO2</b>	Apply creative problem-solving skills in complex business environments and brand problems.
<b>CLO3</b>	Formulate, write, design, edit, or produce/create brand elements, brand awareness, brand association, brand image, and brand equity strategies.
<b>CLO4</b>	Develop communication strategies with traditional and interactive/digital mediums.
<b>CLO5</b>	Develop strategic brand equity, brand audit, and brand performance reports based on accurate analysis of a brand.

**F. Mapping 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 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>Brands and brand management</b> <ul style="list-style-type: none"> <li>○ Definition</li> <li>○ Challenges and opportunities</li> <li>○ Brand equity concept</li> <li>○ Strategic brand management process</li> </ul>	Lecture, case, discussion, an overview of assessment requirements	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
2	<b>CBBE and brand positioning</b> <ul style="list-style-type: none"> <li>○ Definition and sources of brand equity</li> <li>○ Brand positioning guidelines</li> <li>○ Brand mantras</li> </ul>	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2, CLO3
3	<b>Brand resonance and brand value chain</b> <ul style="list-style-type: none"> <li>○ Steps of building a strong brand</li> <li>○ Brand resonance model</li> <li>○ Brand value chain</li> </ul>	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2
4	<b>Brand elements and brand equity</b> <ul style="list-style-type: none"> <li>○ Criteria for choosing brand elements</li> <li>○ Options and tactics for brand elements</li> <li>○ Brand elements and brand equity</li> </ul>	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO5
5	<b>Marketing programs and brand equity</b> <ul style="list-style-type: none"> <li>○ Product strategy and brand equity</li> <li>○ Pricing strategy and brand equity</li> <li>○ Channel strategy and brand equity</li> <li>○ Promotion strategy and brand strategy</li> </ul>	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO4, CLO5
6	<b>IMC and brand equity</b> <ul style="list-style-type: none"> <li>○ New media environment</li> <li>○ Four major marketing communication options</li> <li>○ Brand amplifiers</li> <li>○ IMC for Brand equity</li> </ul>	Lecture, case, discussion, Problem-solving  <b>Quiz test–1 (in-class)</b>	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Mid-Term Exam/Break</b></li> </ul>			

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
8	<b>Brand association and brand equity</b> <ul style="list-style-type: none"> <li>○ Conceptualizing the leveraging process</li> <li>○ Co-branding, licensing, celebrity endorsement, sponsorships</li> <li>○ Brand association and brand equity</li> </ul>	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO5
9	<b>Brand equity measurement and management systems</b> <ul style="list-style-type: none"> <li>○ Conduct brand audits</li> <li>○ Design brand tracking studies</li> <li>○ Establish brand equity measurement systems</li> </ul>	Lecture <b>Group project report submission and presentation</b>	Quiz, Individual Assessment	CLO5
10	<b>Brand equity and customer mindset</b> <ul style="list-style-type: none"> <li>○ Qualitative research to study consumers</li> <li>○ Quantitative research to study consumers</li> <li>○ Comprehensive models of CBBE</li> </ul>	Lecture <b>Group project presentation</b>	Quiz, Individual Assessment	CLO3, CLO4, CLO5
11	<b>Measuring outcomes of brand equity and capturing market performance</b> <ul style="list-style-type: none"> <li>○ Comparative methods</li> <li>○ Holistic methods</li> </ul>	Lecture <b>Group project presentation</b>	Quiz, Individual Assessment	CLO5
12	<b>Designing and implementing brand architecture strategies</b> <ul style="list-style-type: none"> <li>○ Brand architecture strategy</li> <li>○ Brand portfolios</li> <li>○ Brand hierarchies</li> <li>○ Corporate branding</li> <li>○ Brand architecture guidelines</li> </ul>	Lecture <b>Quiz test–2 (in-class)</b> <b>Individual task discussion</b>	Quiz, Individual Assessment	CLO3, CLO4, CLO5

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
13	<b>Managing brands over time, geographic boundaries, and market segments</b> <ul style="list-style-type: none"> <li>○ Reinforcing, revitalizing, and adjustments to brands</li> <li>○ Regional, cultural and demographic segments</li> <li>○ Global brand strategy</li> </ul>	Lecture  <b>Individual task discussion</b>	Individual Assessment	CLO2, CLO4, CLO5
14	<b>Course Summary</b>	<b>Individual task Submission</b>		-

## **MKT654 Applied Marketing Research**

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

<b>Course Code:</b>	MKT654
<b>Course Title:</b>	Applied Marketing Research
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

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

The aim of this course is to provide an overview of marketing research. The emphasis will be on discussing how research can aid in well-informed decision making. The course will guide students on each step of marketing research: problem definition, research design, sampling techniques, data collection techniques, data analysis and interpretation and recommendation. Students will work with real world research problems and develop and implement an appropriate research design. They will employ statistical software to analyze data to present their findings and finally they will apply knowledge of marketing in providing recommendations.

### C. Rationale of the Course:

This is a graduate level marketing course which aims to deliver the theoretical, conceptual and analytical aspects of research so that learners can identify the market opportunities and challenges. The learners are required to participate in in-class interactive activities both individually and in group so that a shared learning environment is created. The course will also require students to do real-life case studies to evaluate and critically analyze how different companies can deal with various market problems with the help of marketing research tools and techniques. Students will also learn to analyze various types of data through diversified data collection and analysis techniques. This course will also help the students to learn to interpret different types of data and to make informed decisions about them.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the scope and role of marketing research and marketing research techniques to address real world management decision problems.
2. Provide insight into various marketing research strategies, design, tools and techniques and their applicability.
3. Familiarize students with various research methods, sampling techniques and data collection techniques for real life case scenarios.
4. Discuss about different types of data and statistical software package (SPSS).
5. Guide students to collect and analyze both qualitative and quantitative data and provide well-informed recommendations for practitioners.

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

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

SL.	CLO Description
CLO1	Describe the marketing research process through critical thinking and problem solving.
CLO2	Develop an aptitude for problem identification by critically analyzing the scenario.
CLO3	Design appropriate research design with selecting the right research approach and strategy keeping the social, ethical and global perspective in mind.
CLO4	Apply research techniques for sampling, questionnaire design and data collection.
CLO5	Analyze data using statistical software package SPSS and interpret findings.
CLO6	Provide recommendation to the practitioners using overall knowledge of marketing.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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>Introduction</b> <ul style="list-style-type: none"> <li>○ An introduction to marketing research</li> <li>○ Definition of Marketing Research</li> <li>○ Motivation on research</li> <li>○ Challenges and Constraints on research</li> </ul> </li> <li>● <b>A Classification of Marketing Research</b> <ul style="list-style-type: none"> <li>○ Marketing Research Process</li> <li>○ The Role of Marketing Research in Marketing Decision Making</li> <li>○ Marketing Research and Competitive Intelligence</li> <li>○ The Decision to Conduct Research</li> </ul> </li> </ul>	Lecture, Discussion	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>○ Importance of Defining a Problem</li> <li>○ The Process of Defining the Problem and Developing an Approach</li> <li>○ Tasks involved in Problem Definition</li> <li>○ Environmental Context of the Problem</li> <li>○ Management Decision Problem and Marketing Research Problem</li> <li>○ 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>○ Research Design: Definition</li> <li>○ Research Design: Classification</li> <li>○ Exploratory Research</li> <li>○ Descriptive Research</li> <li>○ Causal Research</li> <li>○ Relationships Among Exploratory, Descriptive, and Causal Research</li> <li>○ Potential Sources of Error</li> <li>○ Budgeting and Scheduling</li> <li>○ Marketing Research Proposal</li> </ul> </li> </ul>	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Exploratory Research Design: Secondary data: Qualitative and Quantitative research</b> <ul style="list-style-type: none"> <li>○ Primary Versus Secondary Data</li> <li>○ Advantages and Uses of Secondary Data</li> <li>○ Disadvantages of Secondary Data</li> <li>○ Criteria for Evaluating Secondary Data</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO3, CLO4

5	<ul style="list-style-type: none"> <li>● <b>Exploratory Research Design: Qualitative Research</b> <ul style="list-style-type: none"> <li>○ Primary Data: Qualitative Versus Quantitative Research</li> <li>○ Rationale for Using Qualitative Research Procedures</li> <li>○ A Classification of Qualitative Research Procedures</li> <li>○ Focus Group</li> <li>○ In-depth interviews Analysis for qualitative data</li> </ul> </li> </ul>	Discussion,  Lecture,  Interactive Class Activities on Projective Techniques	Quiz,  Assignment,  Midterm Exam, Final Exam, Term Project	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Survey and Observation</b> <ul style="list-style-type: none"> <li>○ Survey Methods</li> <li>○ Survey Methods Classified by Mode of Administration</li> <li>○ A Comparative Evaluation of Survey Methods</li> <li>○ Selection of Survey Method(s)</li> <li>○ Observational Methods Classified by Mode of Administration</li> <li>○ A Comparative Evaluation of Observational Methods</li> <li>○ A Comparison of Survey and Observational Methods</li> <li>○ Ethnographic Research and Other Methods</li> </ul> </li> </ul>	Discussion,  Lecture,  Case Study Discussion	Quiz,  Assignment,  Midterm Exam, Final Exam, Term Project	CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>MIDTERM EXAMINATION</b></li> </ul>			



8	<ul style="list-style-type: none"> <li>● <b>Experimentation</b> <ul style="list-style-type: none"> <li>○ Concept of Causality</li> <li>○ Conditions for Causality</li> <li>○ Definition of Concepts</li> <li>○ Definition of Symbols</li> <li>○ Validity in Experimentation</li> <li>○ Extraneous Variables</li> <li>○ Controlling Extraneous Variables</li> <li>○ A Classification of Experimental Designs <ul style="list-style-type: none"> <li>○ Pre-experimental Designs</li> <li>○ True Experimental Designs</li> <li>○ Quasi Experimental Designs</li> </ul> </li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Measurement and Scaling: Fundamentals and comparative scaling</b> <ul style="list-style-type: none"> <li>○ Measurement and Scaling</li> <li>○ Primary Scales of Measurement</li> <li>○ A Comparison of Scaling Techniques</li> <li>○ Comparative Scaling Techniques</li> <li>○ Verbal Protocols</li> </ul> </li> </ul>	Discussion, Lecture In Class Activity	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Measurement and Scaling: Non-comparative Scaling Techniques</b> <ul style="list-style-type: none"> <li>○ Continuous Rating Scale</li> <li>○ Itemized Rating Scale</li> <li>○ Non-comparative Itemized Rating Scale Decisions</li> <li>○ Multi-item Scales</li> <li>○ Scale Evaluation</li> <li>○ Choosing a Scaling Technique</li> <li>○ Mathematically Derived Scales</li> <li>○ True Score Model</li> <li>○ Reliability, Validity and Generalizability</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5

10	<ul style="list-style-type: none"> <li>● <b>Questionnaire and Form design</b> <ul style="list-style-type: none"> <li>○ Questionnaire and Observation Forms</li> <li>○ Questionnaire Design Process</li> <li>○ Specify the Information Needed</li> <li>○ Type of Interviewing Method</li> <li>○ Individual Question Content</li> <li>○ Overcoming Inability to Answer</li> <li>○ Overcoming Unwillingness to Answer</li> <li>○ Choosing Question Structure</li> <li>○ Choosing Question Wording</li> <li>○ Determining the Order of Questions</li> <li>○ Form and Layout</li> <li>○ Reproduction of the Questionnaire</li> <li>○ Pretesting and Pilot Survey</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
	<ul style="list-style-type: none"> <li>● <b>Sampling: Design and Procedures Sample or Census</b> <ul style="list-style-type: none"> <li>○ The Sampling Design Process</li> <li>○ A Classification of Sampling Techniques</li> <li>○ Choosing Non-probability Versus Probability Sampling</li> <li>○ Uses of Non-probability Versus Probability Sampling</li> <li>○ Internet Sampling</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Sampling and Final and Initial Sample Size Determination</b> <ul style="list-style-type: none"> <li>○ Definitions and Symbols</li> <li>○ The Sampling Distribution</li> <li>○ Statistical Approach to Determining Sample Size</li> <li>○ The Confidence Interval Approach</li> <li>○ Sample Size Determination: Means</li> <li>○ Sample Size Determination: Proportions</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>○ Multiple Characteristics and Parameters</li> <li>○ Other Probability Sampling Techniques</li> <li>○ Adjusting the Statistically Determined Sample Size</li> <li>○ Calculation of Response Rates</li> <li>○ Nonresponse Issues in Sampling</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Data Preparation</b> <ul style="list-style-type: none"> <li>○ Data Preparation process</li> <li>○ Questionnaire Checking</li> <li>○ Editing</li> <li>○ Treatment of Unsatisfactory Responses</li> <li>○ Coding</li> <li>○ Coding Questions</li> <li>○ Developing a Data File Transcribing</li> <li>○ Data Cleaning</li> <li>○ Consistency Checks</li> <li>○ Treatment of Missing Responses</li> <li>○ Statistically Adjusting the Data</li> <li>○ Weighting</li> <li>○ Variable Specification</li> <li>○ Scale Transformation</li> <li>○ Selecting a Data Analysis Strategy</li> </ul> </li> <li>○ A Classification of Statistical Techniques</li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	
				CLO4, CLO5, CLO6
13	● <b>Lab Class</b>			
	● <b>Lab Class</b>			
14	● <b>Presentation of Group Project</b>		Term project	
	● <b>Presentation of Group Project</b>		Term project	
	● <b>Final Review and Course Wrap Up</b>			

**A. Course General Information:**

<b>Course Code:</b>	MKT655
<b>Course Title:</b>	Service Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

This course examines the need for marketing in service industries, develops an understanding of the ways in which service marketing differs from product marketing, and improves students' understanding of how service characteristics affect the marketing function. Students learn to develop and implement marketing plans for service organizations. Major topics include the Gaps Model of Service Quality, building Customer Relationships, Service Recovery, Service Innovation and Design, and Physical Evidence and the Servicescape. The course follows a mixed approach to knowledge development – learning related concepts and hands-on practice in the classroom on contemporary issues.

**C. Rationale of the Course:**

This course aims to help students understand services marketing aspects and equip them with the tools to deal with typical and challenging services marketing situations. The course focuses on developing and implementing sustainable and prosperous services marketing strategies. Frameworks for understanding insights into the service customers and innovations in service are also introduced.

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

The major objectives of this course are to:

1. Explain what services are and identify important trends in services.
2. Discuss the expanded marketing mix for services, and the philosophy of customer focus in Service Marketing.
3. Demonstrate the Gaps model of service quality that is a useful framework for understanding service quality in an organization.
4. Recognize the interrelationships among demanding skills in designing services with provisions for services repair, building and retaining loyalty

5. Illustrate how innovative offerings gain strategic acceptance in utilizing the relevant knowledge in context specific service scenario

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

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

SL.	CLO Description
<b>CLO1</b>	Define service through the lens of marketing in this ever-changing contemporary realities and technology's revolutionary era
<b>CLO2</b>	Apply the theories related to services in their respective contexts
<b>CLO3</b>	Identify roles as a marketer and how to manage services based on the Gaps model of service quality
<b>CLO4</b>	Develop service blueprint strategies to design services with provisions for services repair, building and retaining loyalty.
<b>CLO5</b>	Apply knowledge to real-world service situations by synthesizing the relevant knowledge in context specific service scenario to gain a competitive advantage.

**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 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 Services</b></li> </ul>	Discussion and related case studies in	Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>○ Contributions of Service Industries</li> <li>○ Tangibility Spectrum</li> <li>○ Eight Central Paradoxes of Technological Products</li> <li>○ Characteristics of Services Compared to Goods</li> <li>○ Implications of Intangibility</li> <li>○ Implications of Heterogeneity</li> <li>○ Implications of Simultaneous Production and Consumption</li> <li>○ Implications of Perishability</li> <li>○ Challenges and Questions for Service Marketers</li> <li>○ Traditional Marketing Mix</li> <li>○ Expanded Mix for Services – The 7 Ps</li> <li>○ Ways to Use the 7 Ps</li> </ul>	group/individual form		
2	<ul style="list-style-type: none"> <li>● <b>Conceptual Framework of the Book: The Gaps Model of Service Quality</b></li> <li>○ The Customer Gap</li> <li>○ Key Factors Leading to the Customer Gap</li> <li>○ Gaps Model of Service Quality</li> <li>○ Provider Gap 1</li> <li>○ Key Factors Leading to Provider Gap 1</li> <li>○ Provider Gap 2</li> <li>○ Key Factors Leading to Provider Gap 2</li> <li>○ Provider Gap 3</li> <li>○ Key Factors Leading to Provider Gap 3</li> <li>○ Provider Gap 4</li> <li>○ Key Factors Leading to Provider Gap 4</li> <li>○ Gaps Model of Service Quality</li> <li>○ Ways to Use Gap Analysis</li> </ul>	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2

3	<ul style="list-style-type: none"> <li>● <b>Customer Expectations of Service</b> <ul style="list-style-type: none"> <li>○ Possible Levels of Customer Expectations</li> <li>○ Dual Customer Expectation Levels</li> <li>○ The Zone of Tolerance</li> <li>○ Zones of Tolerance for Different Service Dimensions</li> <li>○ Factors That Influence Desired Service</li> <li>○ Factors That Influence Adequate Service</li> <li>○ Sources of Both Desired and Predicted Service Expectations</li> <li>○ Factors That Influence Desired and Predicted Service</li> <li>○ Frequently Asked Questions About Customer Expectations</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Customer Perceptions of Service</b> <ul style="list-style-type: none"> <li>○ Customer Perceptions of Quality and Customer Satisfaction</li> <li>○ Factors Influencing Customer Satisfaction</li> <li>○ Outcomes of Customer Satisfaction</li> <li>○ Top Box Scores – A Higher Standard</li> <li>○ What is Service Quality? The Five Dimensions of Service Quality</li> <li>○ How Customers Judge the Five Dimensions of Service Quality</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO2, CLO4

5	<ul style="list-style-type: none"> <li>● <b>SERVQUAL Attributes</b> <ul style="list-style-type: none"> <li>○ Exercise to Identify Service Attributes</li> <li>○ The Service Encounter</li> <li>○ Service Encounters: An Opportunity to Build Satisfaction and Quality</li> <li>○ Common Themes in Critical Service Encounters Research</li> <li>○ Recovery</li> <li>○ Adaptability</li> <li>○ Spontaneity</li> <li>○ Coping</li> <li>○ Technology-Based Service Encounters</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO4
6	<ul style="list-style-type: none"> <li>● <b>Listening to Customers through Research</b> <ul style="list-style-type: none"> <li>○ Common Research Objectives for Services</li> <li>○ Criteria for an Effective Service Research Program</li> <li>○ Portfolio of Services Research: Research Is NOT Just Surveys!</li> <li>○ Common means for answering questions</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm</b></li> </ul>			
	<ul style="list-style-type: none"> <li>● <b>Elements in an Effective Customer Research Program for Services</b> <ul style="list-style-type: none"> <li>○ Importance/Performance Matrix</li> <li>○ Using Marketing Research Information</li> <li>○ Upward Communication</li> </ul> </li> </ul>	Lecture, Discussions, Research/project proposal exercise	In-class Exercises	CLO6
8	<ul style="list-style-type: none"> <li>● <b>Building Customer Relationships</b></li> </ul>	Lecture, Notes, Discussions In-	Homework, Final Exam	CLO6



	<ul style="list-style-type: none"> <li>○ Relationship Marketing</li> <li>○ The “Bucket Theory of Marketing”</li> <li>○ Customer Goals of Relationship Marketing</li> <li>○ A Typology of Exchange Relationships</li> <li>○ Benefits of Relationship Marketing</li> <li>○ Customer Loyalty Exercise</li> <li>○ Lifetime Value of a Customer</li> <li>○ The Customer Pyramid</li> <li>○ Relationship Development Model</li> <li>○ Strategies for Building Relationships</li> <li>○ Levels of Relationship Strategies</li> <li>○ “The Customer Is NOT Always Right”</li> <li>○ Ending Business Relationships</li> </ul>	class Problem Solving Exercises		
9	<ul style="list-style-type: none"> <li>● <b>Service Recovery</b> <ul style="list-style-type: none"> <li>○ Complaining Customers: The Tip of the Iceberg</li> <li>○ The Service Recovery Paradox</li> <li>○ Customer Complaint Actions Following Service Failure</li> <li>○ Types of Complainers</li> <li>○ Service Recovery Strategies</li> <li>○ Fixing the Customer</li> <li>○ Treat Customers Fairly</li> <li>○ Fixing the Problem</li> <li>○ Service Guarantees</li> <li>○ Characteristics of an Effective Service Guarantee</li> <li>○ Benefits of Service Guarantees</li> <li>○ When to Use (or Not Use) a Guarantee</li> <li>○ Causes Behind Service Switching</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Class Activity, Final Exam	CLO4

10	<ul style="list-style-type: none"> <li>● <b>Service Innovation and Design</b> <ul style="list-style-type: none"> <li>○ Risks of Relying on Words Alone to Describe Services</li> <li>○ Important Considerations for Service Innovation</li> <li>○ Types of Service Offering Innovations</li> <li>○ Service Innovation and Development Process</li> <li>○ New Service Strategy Matrix for Identifying Growth Opportunities</li> <li>○ Service Blueprinting</li> <li>○ Service Blueprint Components</li> <li>○ Benefits of Service Blueprinting</li> <li>○ Building a Service Blueprint</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO4, CLO6
11	<ul style="list-style-type: none"> <li>● <b>Customer-Defined Service Standards</b> <ul style="list-style-type: none"> <li>○ Factors Necessary for Appropriate Service Standards</li> <li>○ Service Standards</li> <li>○ Hard Customer-Defined Standards</li> <li>○ Soft Customer-Defined Standards</li> <li>○ Process for Setting Customer-Defined Standards</li> <li>○ What Customers Expect: Getting to Actionable Steps</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Final Exam, In-class Exercises	CLO4, CLO6
12	<ul style="list-style-type: none"> <li>● <b>Physical Evidence and the Servicescape</b> <ul style="list-style-type: none"> <li>○ Physical Evidence</li> <li>○ Elements of Physical Evidence</li> <li>○ Physical Evidence from the Customer's Point of View</li> <li>○ How Does Physical Evidence Affect the Customer Experience?</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class Activity, Final Exam	CLO6

	<ul style="list-style-type: none"> <li>○ Typology of Service Organizations Based on Form and Use of the Servicescape</li> <li>○ Roles of the Servicescape</li> </ul>			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>A Framework for Understanding Environment-User Relationships in Service Organizations</b></li> <li>○ Understanding Servicescape Effects on Behavior</li> <li>○ Individual Behaviors in the Servicescape</li> <li>○ Social Interactions in the Servicescape</li> <li>○ Internal Responses to the Servicescape</li> <li>○ Variations in Individual Response</li> <li>○ Environmental Dimensions</li> <li>○ Guidelines for Physical Evidence Strategy</li> </ul>	Lecture, Notes, Discussions	Class Activity, Final Exam	CLO7
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Term Paper Presentation and Review</b></li> <li>○ Multiple topics listed above covered in the Group Project</li> </ul>	Presentation of (Group Project) and Feedback	Final Exam, Group Project	CLO7

## MKT656 Global Marketing

### A. Course General Information:

<b>Course Code:</b>	MKT656
<b>Course Title:</b>	Global Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program

<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

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

The focus of the course is to provide MBA students with a basic understanding of global marketing. This course will aid students to develop an appreciation of how organizations can expand and extend their market across borders and source ideas and innovation into and from foreign countries or industries. The students will also learn how different organizations operate and respond to different economic and cultural contexts. The course will help MBA students to learn the operational aspects of designing the four Ps keeping international law, culture, competitors, and consumers in mind.

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

This intermediate-level concentration/specialization course is built on the knowledge and skills developed in the prerequisite course – Strategic Marketing. All MBA learners with a major in Marketing are expected to gain advanced knowledge in global marketing - a major area of the marketing discipline. The course deals with all aspects of marketing from a global perspective and prepares students to deal with foreign competitive situations and international opportunities. 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. Develop an understanding of how different organizations design their marketing 4 Ps in different economic and cultural contexts.
2. Explore the possibilities and opportunities to share and learn new ideas from foreign countries.
3. Develop an aptitude for building cultural empathy in designing the marketing 4 Ps in the host country's culture.

#### **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 the differences that exist between local and international marketing.
<b>CLO2</b>	Develop an appreciation of the similarities of both domestic and international marketing to capitalize on this to save cost.

<b>CLO3</b>	Develop cultural empathy in designing/adapting new products, pricing, placement, and promotion keeping host country consumers' cultural sensitivity in mind
<b>CLO4</b>	Design effective marketing strategies to expand and extend business across different cultures
<b>CLO5</b>	Apply knowledge to transfer ideas and innovation to and from foreign country counterparts

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PL09
<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 Global Marketing</b> <ul style="list-style-type: none"> <li>○ Global marketing: what it is and what it is not</li> <li>○ The importance of global marketing</li> <li>○ Stages of international marketing involvement</li> <li>○ Management orientations</li> </ul> </li> <li>● <b>The Dynamic Environment of International Trade</b> <ul style="list-style-type: none"> <li>○ Trade barriers</li> <li>○ Balance of payments</li> <li>○ Protectionism</li> <li>○ Easing trade restrictions</li> </ul> </li> </ul>	Lecture, Discussions and interaction	Quiz/Midterm Exam/ Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>● <b>Cultural Dynamics in Assessing global market</b> <ul style="list-style-type: none"> <li>○ The search for cultural universals</li> <li>○ High-and low-context cultures</li> <li>○ Hofstede's cultural typology</li> <li>○ Self-reference criterion</li> <li>○ Cultural sensitivity</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Group work	Assignment/ Quiz/Midterm Exam/ Final Exam	CLO1, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Culture, Management Style, and Business Systems</b> <ul style="list-style-type: none"> <li>○ Required adaptation</li> <li>○ Management styles around the world</li> <li>○ Gender bias in international business</li> <li>○ Business ethics</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Group presentation, Problem-solving exercises	Assignment/ Midterm Exam/ Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>The Political, Legal, and Regulatory Environments</b> <ul style="list-style-type: none"> <li>○ Nation-states and sovereignty</li> <li>○ Political risks of global business</li> <li>○ Political vulnerability</li> <li>○ Common vs. code law</li> <li>○ Conflict resolution, dispute settlement, and litigation</li> <li>○ Protection of intellectual property rights</li> </ul> </li> </ul>	Lecture, Discussions and interaction	Assignment/ Quiz/Midterm Exam/ Final Exam	CLO1
5	<ul style="list-style-type: none"> <li>● <b>Developing Global Vision through Marketing Research</b> <ul style="list-style-type: none"> <li>○ Sources of Market Information</li> <li>○ The research processes</li> <li>○ Multicultural research: a special problem</li> <li>○ Estimating market demand</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Quiz/Midterm Exam/ Final Exam	CLO2, CLO3, CLO5

6	<ul style="list-style-type: none"> <li>● <b>Global Marketing Management: Planning and Organization</b> <ul style="list-style-type: none"> <li>○ Planning for global markets</li> <li>○ Alternative market-entry strategies</li> <li>○ Organizing for global competition</li> </ul> </li> </ul>	Lecture, Discussions and interaction	Quiz/Midterm Exam/ Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Segmentation, Targeting, and Positioning</b> <ul style="list-style-type: none"> <li>○ Global market segmentation</li> <li>○ Global targeting</li> <li>○ Global product positioning</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Assignment / Final Exam	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Product Decisions in Global Market</b> <ul style="list-style-type: none"> <li>○ Products and culture</li> <li>○ Analyzing product components for adaptation</li> <li>○ Marketing consumer services globally</li> <li>○ Brands in international market</li> <li>○ Attitudes toward country of origin</li> <li>○ New products in global marketing</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Quiz/ Final Exam	CLO3, CLO4

10	<ul style="list-style-type: none"> <li>● <b>Pricing Strategy in Global Market</b> <ul style="list-style-type: none"> <li>○ Environmental influences on pricing decisions</li> <li>○ Global pricing objectives and strategies</li> <li>○ Gray market goods</li> <li>○ Dumping</li> <li>○ Transfer pricing</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Assignment/ Final Exam	CLO3, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Integrated Marketing Communications and Global Advertising</b> <ul style="list-style-type: none"> <li>○ Global Advertising and branding</li> <li>○ Global advertising content: extension vs. adaptation debate</li> <li>○ Selecting an advertising agency</li> <li>○ Advertising appeals</li> <li>○ Growing role of public relations in global marketing communications</li> <li>○ Trade shows and exhibitions</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Quiz / Final Exam	CLO3, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Global Marketing Channels and Physical Distributions</b> <ul style="list-style-type: none"> <li>○ Channel-of-distribution structures</li> <li>○ International channel innovation</li> <li>○ Alternative Middleman choices</li> <li>○ Factors affecting choice of channels</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving exercises	Quiz/Midterm Exam/ Final Exam	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	CLO4
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	CLO1, CLO3

### **MKT657 Advanced Marketing Communication Strategy**

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

<b>Course Code:</b>	MKT657
<b>Course Title:</b>	Advanced Marketing Communication Strategy
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA Program
<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing
<b>Co-requisites:</b>	None

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

Advanced Marketing Communication course aims to prepare the students in developing strategic knowledge on advertising, publicity, public relations, sales promotion, digital communication and overall marketing campaign to help build their brand equity. The course will help students to acquire managerial information concerning advanced methods of applied theories into context as well as prepare a budget for an integrated communication plan. In a dynamic business environment, the scope of communication is forever evolving- hence the students will be exposed to overcome challenges faced by advertising agencies in developing communication objectives, planning and budgeting and the implementation and evaluation of communication media strategy.

**C. Rationale of the Course:**

This course provides students with an opportunity to analyze, design and evaluate various communication and promotion decisions. Specific issues include fundamental marketing communication decisions, creative brief, message/copywriting, communication strategies, and media strategies. To explore such issues, this course provides relevant and up-to-date theories, concepts, techniques, and models in marketing communication and promotion. The course will interweave lectures, group activities and an integrated marketing communication group project.

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

The major objectives of this course are to:

1. Familiarize learners with contemporary marketing communication concepts.
2. Formulate marketing communication strategies.
3. Design creative strategies in the development of marketing communication messages.
4. Develop an integrated marketing communication plan.

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

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

SL.	CLO Description
CLO1	Describe the most recent communication landscape of marketing
CLO2	Analyze marketing communication opportunities
CLO3	Apply the advanced analytical tools, concepts, and model in marketing communication
CLO4	Develop marketing communication strategies that are both commercially and socially sustainable
CLO5	Effectively communicate marketing communication knowledge in oral and written contexts

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PL09
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>○ Importance of strategic marketing communication</li> <li>○ Evolution and recent landscape of marketing communication</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Fundamental concepts of strategic marketing communication</b> <ul style="list-style-type: none"> <li>○ Identifying your target audience.</li> <li>○ Standing out among competitors.</li> <li>○ Developing key messages.</li> <li>○ Selecting the communication channels.</li> <li>○ Increasing awareness.</li> <li>○ Changing attitudes.</li> <li>○ Influence purchase intent.</li> <li>○ Influence trial purchase.</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Translating communication concepts in marketing context</b> <ul style="list-style-type: none"> <li>○ Concept of Marketing Communication</li> <li>○ Marketing Communication Objectives</li> <li>○ Process of Communication in Marketing</li> <li>○ Golden Rules of Marketing Communications</li> <li>○ Components of Integrated Marketing Communication</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Segmentation, Targeting and Positioning (STP)</b> <ul style="list-style-type: none"> <li>○ Framework for STP</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO2, CLO3

	<ul style="list-style-type: none"> <li>○ Approaches for managing customer heterogeneity</li> <li>○ Process for managing customer heterogeneity</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Communication Planning</b> <ul style="list-style-type: none"> <li>○ Importance of planning</li> <li>○ Situational or Contextual Analysis</li> <li>○ Budgeting</li> <li>○ Communication Mix Strategy</li> <li>○ Evaluating the Programmed</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Advertising Strategy</b> <ul style="list-style-type: none"> <li>○ Understand the use-case of various advertising strategies</li> </ul> </li> </ul>	Lecture	Quiz/Midterm/Final	CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Mid-term</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Advertising and marketing experiments</b> <ul style="list-style-type: none"> <li>○ Define advertising and marketing experiments</li> <li>○ Importance of advertising and experiments strategies</li> <li>○ Factors to establish causality</li> <li>○ Various concepts and testing strategies related to advertising and experiments</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Measuring communication</b> <ul style="list-style-type: none"> <li>○ Internal and external marketing communication</li> <li>○ Importance of measuring communication</li> <li>○ Measuring associate understanding and attitudes</li> <li>○ Understanding behavioral change in communication</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Use of Media</b> <ul style="list-style-type: none"> <li>○ Use of various media in recent marketing strategies</li> <li>○ Optimizing broadcast</li> <li>○ Optimizing media print</li> <li>○ Optimizing support media</li> <li>○ Optimizing digital media</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4

11	<ul style="list-style-type: none"> <li>● <b>Marketing Public Relations and Sponsorship</b> <ul style="list-style-type: none"> <li>○ Define marketing public relations (MPR)</li> <li>○ Importance of public relations and sponsorships</li> <li>○ Proactive and reactive marketing public relations</li> <li>○ Event sponsorships and cause related marketing</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO2, CLO3, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Viral marketing and seeding in networks</b> <ul style="list-style-type: none"> <li>○ Social network analysis</li> <li>○ Concept and basic characteristics of viral marketing</li> <li>○ Concept of Centrality</li> <li>○ Determinants of a Successful Viral Campaign</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Crafting Strategic Communication Plan</b> <ul style="list-style-type: none"> <li>○ Steps in crafting strategic communication plan</li> <li>○ Developing metrics to measure and monitor the effectiveness of the communication plan.</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Review and Group Presentation</b></li> </ul>	Lecture	Quiz/Final	

## MKT658 Marketing Analytics

### A. Course General Information:

<b>Course Code:</b>	MKT658
<b>Course Title:</b>	Marketing Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective in the MBA program
<b>Type:</b>	Elective for Major in Marketing
<b>Prerequisites:</b>	MKT620 Strategic Marketing

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

The Marketing Analytics course is designed to meet the increasing demand of firms for data analysts who can take data-driven decisions to address the issues related to marketing. Today's organizations are exposed to a vast amount of data about customer choices. However, the availability of information is not sufficient to enable better decision making. Interpretation of data is a challenge, and analytics can help marketers to analyze the data scientifically to improve and justify business decisions. This course will introduce the concepts and methods of marketing analytics showing its applications with examples in lab classes. Students will use relevant software to build models and work with data.

## **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:

1. Recognize the importance of marketing analytics for forward looking and systematic allocation of marketing resources
2. Analyze data and develop insights from it to address strategic marketing challenges
3. Apply marketing analytics tools to solve real business problems
4. Develop predictive marketing dashboard.
5. 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	PLO9
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, basic marketing models, Analytical framework for marketing models</b> <ul style="list-style-type: none"> <li>○ Evolution of marketing analytical framework</li> <li>○ Approaches and philosophy of market analytics.</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO1, CLO2
2	<ul style="list-style-type: none"> <li>● <b>Marketing Metrics</b> <ul style="list-style-type: none"> <li>○ Importance using metrics in marketing</li> <li>○ Creating value in metrics</li> <li>○ Understanding Customer Lifetime Value</li> <li>○ Understanding marketing ROI</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Managing Customer Heterogeneity</b> <ul style="list-style-type: none"> <li>○ Approaches for managing customer heterogeneity</li> <li>○ Segmenting, Targeting, and Positioning (STP) approach</li> <li>○ Framework and tools for managing customer heterogeneity</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / Midterm	CLO2, CLO3, CLO4

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>○ What is the digital marketing ecosystem?</li> <li>○ 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>○ Importance of managing customer dynamics</li> <li>○ Factors of customer dynamics at the individual, market and environmental level.</li> <li>○ 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>○ What are advertising Analytics?</li> <li>○ Attribution</li> <li>○ Optimization</li> <li>○ Allocation</li> <li>○ Benefits of advertising analytics</li> <li>○ Tools for advertising analytics</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO3, 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>Product experimentation</b> <ul style="list-style-type: none"> <li>○ What is product experimentation and why does it matter?</li> <li>○ A/B testing and Multivariate testing</li> <li>○ Funnel testing</li> <li>○ 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>○ Why are predictive analytics for marketing important?</li> <li>○ Predictive analytics measurement model</li> <li>○ Use cases for predictive analytics</li> <li>○ How can marketers use predictive analytics in their marketing strategy?</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / Final	CLO4



	<ul style="list-style-type: none"> <li>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>Why is B2B marketing analytics important?</li> <li>Identifying what B2B data</li> <li>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>What is personalized product recommendation?</li> <li>Marketing application of Recommendations Engines</li> <li>How do product recommendation engines work?</li> <li>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><b>Viral marketing and seeding in networks</b> <ul style="list-style-type: none"> <li>Social network analysis</li> <li>Concept and basic characteristics of viral marketing</li> <li>Concept of Centrality</li> <li>Determinants of a Successful Viral Campaign</li> </ul> </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>Importance of Dashboarding</li> <li>Tools of data visualization</li> <li>Developing dashboard with novel third-party data sources</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li><b>Review and Group Presentation</b></li> </ul>			

## MKT666 Contemporary Issues in Marketing

**Course Code and Title:** MKT666 Contemporary Issues in Marketing

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, interest and preference

of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.

## **OPN620 Logistics and Supply Chain Management**

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

<b>Course Code:</b>	OPN620
<b>Course Title:</b>	Logistics and Supply Chain Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Advanced Core Course for MBA program
<b>Type:</b>	Mandatory in the MBA Program
<b>Prerequisites:</b>	BUS524 Quantitative Techniques in Business Operations
<b>Co-requisites:</b>	None

### **B. Course Catalogue Description:**

This course integrates related contents to cover two important functional areas of contemporary business firms; operations and supply chain management. The course is outlined to cover high-level operations and supply chain strategy and concepts, including a solid understanding on how to solve logistics and supply chain problems. The following topics will be covered in this course: Concepts of operations and supply chain management, Forecasting; Plant location and factory layout design; Process design; Materials management; Inventory control and Maintenance management; Strategic role of supply chain, Key drivers of supply chain decision, Trade-off between efficiency and responsiveness, Network design in the supply chain, green and sustainable supply chain management.

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

Logistics and supply chain play a dominant role in the success of contemporary business firms. Students who want to be a successful business administrator must gain expertise on logistics and supply chain management. Logistics deals with forward and reverse flow of goods, services essential elements while supply chain management covers the broader spectrum- all activities required to fulfil customer demand. This course will help the student to discover what a supply chain is and how it works, and to utilize the tools and techniques to boost an organization's efficiency and responsiveness to align its supply chain with its dynamic market environment.

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

The major objectives of this course are to:

1. State the basic concepts of logistics and supply chain management
2. Discuss the strategic decision-making process for supply chain
3. Illustrates the process of supply chain network design
4. Demonstrate the evaluation process of identifying and choosing appropriate location of facilities
5. Illustrate the application of forecasting method and implications for the supply chain management
6. Discuss the sustainable supply chain management concept

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

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

SL.	CLO Description
<b>CLO1</b>	Explain basic concept of logistics and supply chain management (SCM) including strategic aspects of SCM
<b>CLO2</b>	Describe the drivers essential for supply chain decisions
<b>CLO3</b>	Use forecasting methods for effectively managing the supply chain
<b>CLO4</b>	Evaluate alternative locations and identify the appropriate location for facilities.
<b>CLO5</b>	Evaluate and design sustainable supply chain network

**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 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>○ Logistics basics</li> <li>○ Business logistics</li> <li>○ Concept of supply chain</li> <li>○ Logistics and supply chain management- a comparative discussion</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam Assignment#1	CLO1
<b>2</b>	<b>● Understanding the Supply Chain</b> <ul style="list-style-type: none"> <li>○ Discuss the goal of a supply chain and explain the impact of supply chain decisions on the success of a firm</li> <li>○ Identify the three key supply chain decision phases and explain the significance of each one.</li> <li>○ Describe the cycle and push/pull views of a supply chain.</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam Quiz # 1	CLO1
<b>3</b>	<b>● Supply Chain Performance: Achieving Strategic Fit and Scope</b> <ul style="list-style-type: none"> <li>○ Explain why achieving strategic fit is critical to a company's overall success.</li> <li>○ Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy.</li> <li>○ Describe the major challenges that must be overcome to manage a supply chain successfully</li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2

4	<ul style="list-style-type: none"> <li>● <b>Supply Chain Drivers and Metrics</b> <ul style="list-style-type: none"> <li>○ Identify the major drivers of supply chain performance.</li> <li>○ Discuss the role of each driver in creating strategic fit between the supply chain strategy and the competitive strategy.</li> <li>○ Define the key metrics that track the performance of the supply chain in terms of each driver.</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, Assignment#2	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Designing Distribution Networks and Applications to Online Sales</b> <ul style="list-style-type: none"> <li>○ Identify the key factors to be considered when designing a distribution network.</li> <li>○ Discuss the strengths and weaknesses of various distribution options.</li> <li>○ Evaluate and identify suitable distribution network</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam	CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Designing Distribution Networks and Applications to Online Sales(continued)</b> <ul style="list-style-type: none"> <li>○ Introduction of online sales</li> <li>○ Omni channel</li> <li>○ Understand how online sales have affected the design of distribution networks in different industries.</li> <li>○ Selecting suitable omni channel</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam  Quiz#2	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Network Design in the Supply Chain</b> <ul style="list-style-type: none"> <li>○ Understand the role of network design in a supply chain.</li> <li>○ Identify factors influencing supply chain network design decisions.</li> <li>○ Develop a framework for making network design decisions.</li> <li>○ Use optimization for facility location and capacity allocation decisions.</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project  Assignment#3	CLO4, CLO5

8	<ul style="list-style-type: none"> <li>● <b>Demand forecasting in a supply chain</b> <ul style="list-style-type: none"> <li>○ Understand the role of forecasting for both an enterprise and a supply chain.</li> <li>○ Identify the components of a demand forecast.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● Forecast demand in a supply chain given historical demand data using time-series methodologies.</li> <li>● Analyze demand forecasts to estimate forecast error.</li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Transportation in a Supply Chain</b> <ul style="list-style-type: none"> <li>○ 1. Understand the role of transportation in a supply chain.</li> <li>○ 2. Evaluate the strengths and weaknesses of different modes of transportation.</li> <li>○ 3. Identify the relative strengths and weaknesses of various transportation network design options.</li> <li>○ 4. Identify trade-offs that shippers need to consider when designing a transportation network.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO4, CLO5
11-12	<ul style="list-style-type: none"> <li>● <b>Sourcing</b> <ul style="list-style-type: none"> <li>○ Concepts of global sourcing strategy</li> <li>○ elucidate supplier evaluation and selection</li> <li>○ Sourcing risks</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Sustainable supply chain management</b> <ul style="list-style-type: none"> <li>○ Understand green and sustainable supply chain management</li> <li>○ Evaluate the drivers and barriers of green supply chain management</li> <li>○ Understand the implications of sustainable supply chain management in the context of Bangladesh</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO4, CLO5

<b>14</b>	<ul style="list-style-type: none"> <li>• Group Presentation Session</li> <li>• Review Session</li> </ul>			
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## **OPN622 Analytical Decision Making**

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

<b>Course Code:</b>	OPN622
<b>Course Title:</b>	Analytical Decision Making
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

The course deals with the fundamental concept of Analytical Decision Making. This course will enable you to gain knowledge and develop skills in business data analytics. It focuses on the uses of data analytics techniques within business and management contexts, using contextually relevant software, tools, and techniques to make smart and data-driven decisions. The course will emphasize how the appropriate use of analytics can create a competitive advantage for the organization.

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

Organizations competitiveness depend on the ability to make good and appropriate decision considering business environment and demand of the customer. This course is to develop the knowledge and skill set required to generate and interpret the output associated with a broad range of analytical techniques. For each technique considered, students will recognize the types of problems for which the method is appropriate, identify the information required in order to implement the method, make organizationally-relevant decisions based on the associated output, and recommend additional data collection or analyze that will aid in decision-making.

### **D. Course Objective:**

1. To improve the quality of the choices you make in managerial and personal decisions involving major uncertainties
2. To provide practical techniques to help structure decision problems
3. To help analyze decision problems quantitatively
4. To think clearly about objectives, alternatives, consequences, and uncertainties
5. To enable the students to integrate judgments with other types of information in a logical and defensible manner.

#### E. Course Outcomes (COs):

Upon successful completion of this course, students will be able to

SL.	CLO Description
<b>CLO1</b>	Interpret data to inform real world decisions
<b>CLO2</b>	Describe the assumptions, strengths and limitations of different types of data for informing decision making
<b>CLO3</b>	Explain robust analytical questions and identify the most effective analytical techniques to answer these questions
<b>CLO4</b>	Communicate, interpret, and process complex data to a non-specialist audience
<b>CLO5</b>	Assess the robustness of data for decision making.

#### F. Mapping of Course Outcomes (COs) with Program Outcomes (POs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2	✓								✓
CLO3		✓	✓						
CLO4	✓				✓				✓
CLO5						✓			✓

#### G. Course plan specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:

Class Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding COs
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1	<b>Introduction</b> <ul style="list-style-type: none"> <li>○ Course Introduction</li> <li>○ Decision-Making Processes</li> </ul>	Lecture, Materials, Discussion	Mid Exam, Final Exam	CO1
2	<b>Decision on Product Mix and Optimization</b> <ul style="list-style-type: none"> <li>○ Linear Programming</li> <li>○ Formulation</li> </ul>	Lecture, Materials, Problem Formulating, Excel Solver	Mid Exam, Final Exam	CO1, CO2
3	<b>Decision on Product Mix and Optimization</b> <ul style="list-style-type: none"> <li>○ Solution</li> <li>○ Sensitivity Analysis</li> </ul>	Lecture, Materials, Presentation, solving problem Discussion, Excel Solver	Assignment, Quiz, Mid Exam, Final Exam	CO2, CO3, CO4
4	<b>Review of Statistics</b> <ul style="list-style-type: none"> <li>○ Probability and Uncertainty</li> <li>○ Confidence Intervals</li> <li>○ Hypothesis Testing</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Mid Exam, Final Exam	CO1, CO2, CO4
5	<b>Decision-Making Fundamentals</b> <ul style="list-style-type: none"> <li>○ Decision Making Concepts</li> <li>○ Decision making under probabilistic situation</li> <li>○ Decision making under uncertain situation</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion, Excel	Case Study, Mid Exam, Final Exam	CO3, CO4
6	<b>Decision-Making Fundamentals</b> <ul style="list-style-type: none"> <li>○ Decision Tree</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Mid Exam, Final Exam	CO2, CO4
7	<b>Analytical hierarchy process</b> <ul style="list-style-type: none"> <li>○ Process to Take Decision considering</li> <li>○ Different objectives</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CO3, CO5
8	<b>Decision Analysis and Games</b> <ul style="list-style-type: none"> <li>○ Decision Theory and Risk</li> <li>○ Decision-Making Under Certainty</li> </ul>	Lecture, Presentation, Excel	Assignment, Final Exam	CO2, CO4, CO5

	<ul style="list-style-type: none"> <li>Decision-Making Under Risk</li> </ul>			
9	<b>Decision Analysis and Games</b> <ul style="list-style-type: none"> <li>Decision-Making Under Uncertainty</li> <li>Game Theory</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CO3, CO4
10	<b>Simulation and Optimization</b> <ul style="list-style-type: none"> <li>Different Types of Simulations</li> <li>Monte Carlo Simulation</li> </ul>	Lecture, Presentation, Excel	Case Study, Final Exam	CO2, CO3, CO4
11	<b>Simulation and Optimization</b> <ul style="list-style-type: none"> <li>Different Types of Optimization Model</li> </ul>	Lecture, Materials, Presentation, Discussion	Final Exam	CO2, CO3, CO4
12	<b>Queuing System</b> <ul style="list-style-type: none"> <li>Waiting Line and Services</li> <li>Different Types of Waiting Line Simulation</li> </ul>	Lecture, Materials, Presentation, Discussion, Excel	Final	CO2, CO3, CO4
13	<b>Overview and Project Presentation</b>	Presentation		CO1, CO4, CO5
14	<b>Project Presentation</b>	Presentation		CO1, CO4, CO5

## OPN623 Project Management

### A. Course General Information:

<b>Course Code:</b>	OPN623
<b>Course Title:</b>	Project Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category</b>	Elective Course in the MBA Program
<b>Type</b>	Elective for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management

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

The course deals with the fundamental concept of project management. It introduces to students how to practice initiating, planning, executing, controlling, and closing a project to achieve specific goals by meeting specific success criteria at a specified time. It teaches prioritizing project activities, and how to complete a project within minimum time by using both the Probabilistic (PERT, Program/Project Evaluation and Review Technique) and the deterministic techniques (CPM, Critical Path Method). The method of crashing a project to a certain extent with minimum cost, the process of leveling resources, and controlling projects are also taught. It also deals with scheduling, budgeting, controlling, and managing project risks.

**C. Rationale of the Course:**

The future of many organizations depends on their ability to manage projects, programs, and portfolio of projects. Skills in these areas continue to be in high demand to help develop effective project teams and project, program, and portfolio managers. Therefore, this professional level course is required for the master degree learners with major in operations and supply chain management. Project Management course is designed helping learners to have skills, abilities, knowledge to plan, build team, control, and achieve project goal by make him/her competent in the area of project management.

**D. Course Objective:**

1. Discuss the project management principals and tools for planning, executing, team building, controlling project or program
2. Explain concepts addressing specific management needs at the individual, team, division, and/or organizational level
3. Demonstrate project plan, manage both stakeholders and relationships, organize their team, develop a project charter, and build a business case for a project
4. Discuss the perspective of leadership effectiveness in managing organizational projects
5. Illustrate the team-building skills required to support successful project performance and to manage creative teams and project processes effectively and efficiently

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

Upon successful completion of this course, students will be able to

SL.	CLO Description
<b>CLO1</b>	Describe the concept of project management and its importance to professional life.
<b>CLO2</b>	Explain project assessment using information from previous projects and lessons learned.
<b>CLO3</b>	Identify project life cycle. Plan and make schedule of a project using CPM, Gantt chart, and PERT
<b>CLO4</b>	Allocate resources to different activities while planning a project. Reschedule a project by crashing and by levelling resources. Structure project organogram.
<b>CLO5</b>	Evaluate project performance by EVA, Critical Chain. Understand project auditing

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

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2	✓								✓
CLO3		✓							
CLO4						✓		✓	
CLO5					✓				✓

**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 COs
1	<b>Introduction</b> <ul style="list-style-type: none"> <li>Defining A Project</li> <li>Need for Project Management</li> <li>Project Constraints</li> <li>Goals and Objectives</li> <li>Project Life Cycle</li> </ul>	Lecture, Materials, Presentation, Discussion	Mid Exam, Final Exam	CO1
2	<b>Project Organizations and Manager</b> <ul style="list-style-type: none"> <li>Different Project Organizations</li> </ul>	Lecture, Materials, Presentation, Discussion	Mid Exam, Final Exam	CO1, CO2

	<ul style="list-style-type: none"> <li>Integration of Project with Strategic Plans</li> <li>Identifying Reasons for Project Failure</li> <li>Effective Leadership</li> <li>Team Selection and Building Teamwork</li> </ul>			
3	<b>Defining the Project</b> <ul style="list-style-type: none"> <li>Key Components of Project Definition</li> <li>SMART Objectives</li> <li>Life Cycle</li> <li>Identifying Stakeholders</li> <li>Risk Management</li> <li>Develop Project Charter</li> </ul>	Lecture, Materials, Presentation, Discussion	Assignment, Mid Exam, Final Exam	CO2, CO3, CO5
4	<b>Planning the Project (Part-1)</b> <ul style="list-style-type: none"> <li>Establishing Project Priorities</li> <li>Creating the Work Breakdown Structures</li> <li>Determining the Interdependencies Between The WBS</li> <li>Duration Estimating Techniques</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Mid Exam, Final Exam	CO2, CO4, CO5
5	<b>Planning the Project (Part-2)</b> <ul style="list-style-type: none"> <li>Developing A Network Plan</li> <li>Forward Pass and Backward Pass</li> <li>The Critical Path</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Case Study, Mid Exam, Final Exam	CO3, CO4
6	<b>Planning the Project (Part-2)</b> <ul style="list-style-type: none"> <li>CPM vs PERT</li> <li>GANTT Charts</li> <li>Scheduling with MS Projects</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion, MSP Lab	Mid Exam, Final Exam	CO3, CO4, CO6
7	<b>Planning the Project (Part-3)</b> <ul style="list-style-type: none"> <li>Resource Allocation</li> <li>Crashing the Project</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CO4, CO5

8	<b>Planning the Project (Part-3)</b> <ul style="list-style-type: none"> <li>○ Introduction to MS Project Software</li> <li>○ Resource Allocation with MS Project</li> </ul>	Lecture, Presentation, MSP Lab	Assignment, Final Exam	CO4, CO5, CO6
9	<b>Progress and Performance Measurement and Evaluation</b> <ul style="list-style-type: none"> <li>○ Project Control</li> <li>○ Purpose of Project Control</li> <li>○ Performance Reporting Analysis: EVA, CC</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CO5
10	<b>Progress and Performance Measurement and Evaluation</b> <ul style="list-style-type: none"> <li>○ Communication</li> <li>○ Managing Stakeholders</li> <li>○ Tracking with MS Project</li> </ul>	Lecture, Presentation, MSP Lab	Case Study, Final Exam	CO1, CO2, CO6
11	<b>Project Audit and Closure</b> <ul style="list-style-type: none"> <li>○ The Project Audit Process</li> <li>○ Project Closure</li> <li>○ Importance of Project Evaluation</li> <li>○ Final Project Report</li> </ul>	Lecture, Materials, Presentation, Discussion	Final Exam	CO5
12	<b>Group Project Presentations</b> <ul style="list-style-type: none"> <li>○ Each Group Will Make PowerPoint Slides</li> <li>○ Slides Will Be Based on Group Projects</li> <li>○ Final Review</li> </ul>	Lecture, Presentation, Q/A	Report, Presentation	CO1, CO2
13	<b>Group Project Presentations</b> <ul style="list-style-type: none"> <li>○ Each Group Will Make PowerPoint Slides</li> <li>○ Slides Will Be Based on Group Projects</li> <li>○</li> </ul>	Lecture, Presentation, Q/A	Report, Presentation	CO1, CO2
14	<ul style="list-style-type: none"> <li>○ Final Review Class</li> <li>○ Final Exam</li> </ul>			

## **OPN625 Total Quality Management**

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

<b>Course Code:</b>	OPN625
<b>Course Title:</b>	Total Quality Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

This course is designed to deliver the multi-dimensional aspects of the concept of quality basics and total quality management (TQM). Besides that, it focuses on the principles, tools, and techniques of TQM and its practices in organizations. How one can solve and cope up with the business situation by maintaining the quality of output are of principal interests of this course. Topics covered include contributions of quality gurus like Deming, Juran, Ishikawa, and others. Award of TQM, Techniques of quality measurement, like process quality control, Pareto chart, histogram, fishbone, JIT, Six Sigma, teamwork, house of quality configuration, etc. will be discussed in-depth to enhance the skill of the students. Students will learn how to implement total quality management in either manufacturing or service firms.

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

In today's competitive business environment quality has become a crucial element of competitiveness. Managers working in the operations and supply chain area must focus on this issue critically. This course is being offered as an elective course in the operations and supply chain management discipline. This course integrates contents that are essential for being and experts in understanding the broader concept of TQM. Besides that, this course delivers useful methods, tools and techniques with hands on experiences. It is expected that students can apply expertise learned from this course to have a positive impact in their organizations.

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

The major objectives of this course are to:

1. State the basic concepts of quality and its multi-dimensional aspects.
2. Discuss the philosophies of TQM and quality management systems
3. Illustrate the principles, practices, tools, and techniques for TQM
4. Demonstrate the applications of suitable quality tools and techniques required for establishing TQM

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

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

SL.	CLO Description
CLO1	Describe the multi-dimensional aspects of quality concept
CLO2	Explain the philosophies of total quality management (TQM) approach in managing a manufacturing or service organization.
CLO3	Describe quality management systems
CLO4	Use the tools, and techniques of TQM
CLO5	Identify and choose appropriate quality tools and techniques for establishing TQM in both manufacturing and service firms.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓							✓	
CLO2	✓							✓	
CLO3	✓						✓		
CLO4		✓					✓		
CLO5				✓					✓



**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 TQM</b> <ul style="list-style-type: none"> <li>○ The fundamental concept of quality</li> <li>○ quality gurus and their contribution</li> <li>○ TQM philosophies; customer satisfaction, employment engagement, continuous improvement</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>● Leadership for TQM</b> <ul style="list-style-type: none"> <li>○ Leadership basics</li> <li>○ Role of leadership in TQM</li> <li>○ Essential traits of leaders for TQM implementation</li> <li>○ Importance of ethical leadership</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<b>● Customer satisfaction (CS)</b> <ul style="list-style-type: none"> <li>○ Identify your customers</li> <li>○ Factors affecting CS</li> <li>○ Measurement of CS</li> <li>○ CS and TQM</li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
<b>4</b>	<b>● Employee engagement</b> <ul style="list-style-type: none"> <li>○ Basic concepts of employee engagement (EE)</li> <li>○ Importance of motivation of EE</li> <li>○ Employees survey</li> <li>○ Employees empowerment</li> <li>○ Teams and their types</li> <li>○ EE for TQM</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO1, CLO2
<b>5</b>	<b>● Continuous improvement (CI)</b> <ul style="list-style-type: none"> <li>○ Concepts of CI</li> <li>○ Common steps for CI</li> <li>○ Understanding the business process</li> <li>○ Several approaches for CI</li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO1, CLO2

6	<ul style="list-style-type: none"> <li>● <b>Quality management system:</b> <ul style="list-style-type: none"> <li>○ Management and quality management systems</li> <li>○ importance of QMS</li> <li>○ ISO series certification</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review Session</b></li> <li>● <b>Midterm exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ Basics of quality measuring tools and techniques</li> <li>○ Balanced Scorecard</li> <li>○ benchmarking</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ Brainstorming</li> <li>○ Brainwriting</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ Cause-and-Effect Matrix(fishbone)</li> <li>○ Importance–Performance Analysis</li> <li>○ Is–Is Not Matrix</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ Paired Comparison</li> <li>○ Pareto Chart</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ six sigma process and quality management</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Quality measurements tools in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>○ Statistical process of quality control</li> </ul> </li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Taguchi’s Quality Engineering</b> <ul style="list-style-type: none"> <li>○ The Taguchi method of quality control.</li> <li>○ Review Session</li> </ul> </li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO4, CLO5

## **OPN626 Production and Inventory Management**

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

<b>Course Code:</b>	OPN626
<b>Course Title:</b>	Production and Inventory Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Mandatory Elective course for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

This course introduces necessary tools and techniques of production and inventory management. It discusses how a business organization remains competitive in business by adopting appropriate strategies for increased productivity. It also explains the necessity of building required capacity for a selected process to be carried out in processing a product by taking into consideration the concerned facility planning. Qualitative and quantitative techniques of management and controlling quality of a product are illustrated with numerical business example problems. Necessity and importance of inventory management are introduced. Various modeling techniques of inventory management-like Economic Order Quantity (EOQ), Economic Production Quantity (EPQ), quantity discount and planned shortages models along with business problems illustration are presented.

### **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 MBA/EMBA learners with this major are expected to gain advanced knowledge in Production and Inventory Management. Production of quality products and delivering them to customers with minimum reasonable prices makes a business organization more competitive. Optimal decision making in production planning, facilities location, quality control 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 learners with the term production and inventory management and the relevant factors of business competition, and enable them why strategy and productivity are important for competitiveness.
2. Explain to learners the importance of capacity planning and the approaches that are useful for evaluating capacity alternatives.
3. Explain to learners the basic processing and layout types, and show solutions to line balancing problems.
4. Acquaint learners with tools and techniques of quality management and control.
5. Train learners with various optimal decision-making techniques of inventory management.

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

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

SL.	CLO Description
<b>CLO1</b>	Recognize and explain factors of adopting appropriate strategy for increased productivity in competitive business.
<b>CLO2</b>	Understand and utilize the capacity planning approaches that are useful for evaluating capacity alternatives.
<b>CLO3</b>	Understand and analyze the basic processing and layout types, and solve line balancing problems.
<b>CLO4</b>	Apply the quality management and controlling tools and techniques in delivering quality products to customers.
<b>CLO5</b>	Practice and apply various optimal decision-making techniques of inventory management to provide products with minimum reasonable prices.

**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. Mapping the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs):**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Introduction to production and operations management</b> <ul style="list-style-type: none"> <li>○ Basic components of production and operation management</li> </ul> </li> </ul>	To develop fundamental knowledge on the subject.	Assignment, Quiz, Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>○ Productivity - performances and operations management.</li> <li>○ Operations management in manufacturing industries.</li> </ul>	To identify factors of competitiveness. To compare organizational strategy and operations strategy.		
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Capacity planning</b> <ul style="list-style-type: none"> <li>○ Different capacity planning models</li> <li>○ Applications of capacity planning in manufacturing industries</li> <li>○ Impact of efficient capacity planning on productivity and performances.</li> <li>○ Cost-volume and break-even point analysis.</li> </ul> </li> </ul>	To introduce the simple methods of maximum utilization of capacities of various resources used in production and operations management.	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Plant Management</b> <ul style="list-style-type: none"> <li>○ Identification of product processing (value chain) techniques</li> <li>○ Plant layout design</li> <li>○ Production planning and work scheduling.</li> </ul> </li> </ul>	To give brief demonstration on the activities relating to manufacturing plant	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Process Selection and Layout</b> <ul style="list-style-type: none"> <li>○ Process Selection</li> <li>○ Strategic importance of process layout, basic processing and layout types</li> <li>○ Advantages and disadvantages of basic types processing and layout</li> <li>○ Simple line balancing in product layout.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Quality Management</b> <ul style="list-style-type: none"> <li>○ Definition and principles of quality management</li> <li>○ Consequences of poor quality</li> <li>○ Determinants of quality, TQM</li> <li>○ Lean productions, basic quality improvement tools, Six Sigma.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Quality Control</b> <ul style="list-style-type: none"> <li>○ Development and use of basic control charts</li> </ul> </li> </ul>	Lecture, Discussions,	Assignment, Quiz, Midterm	CLO4

	<ul style="list-style-type: none"> <li>○ Tests for randomness, process capability</li> <li>○ Elements of quality control, Statistical process control.</li> </ul>	Problem solving, Group work	Exam, Final Exam	
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>○ Introduction to production and operations management</li> <li>○ Capacity planning</li> <li>○ Plant Management</li> <li>○ Process Selection and Layout</li> <li>○ Quality Management and control</li> </ul> </li> </ul>		Midterm Examination	CLO1, CLO2, CLO3, CLO4
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Inventory management</b> <ul style="list-style-type: none"> <li>○ Objectives of inventory management</li> <li>○ Nature and importance of inventory</li> <li>○ Basic terms in inventory Management</li> <li>○ Periodic and perpetual review systems</li> <li>○ ABC approach</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Economic Order Quantity (EOQ) modelling technique</b> <ul style="list-style-type: none"> <li>○ Assumptions in developing EOQ model</li> <li>○ Development of the EOQ model and its importance</li> <li>○ Limitations of EOQ model</li> <li>○ Illustration of the EOQ solution technique with business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Economic Order Quantity (EPQ) modelling technique</b> <ul style="list-style-type: none"> <li>○ Assumptions in developing EPQ model</li> <li>○ Development of the EPQ model and its importance</li> <li>○ Limitations of EPQ model</li> <li>○ Illustration of the EPQ solution technique with business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Quantity Discount Modeling Technique</b> <ul style="list-style-type: none"> <li>○ Background of quantity discount model</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5

	<ul style="list-style-type: none"> <li>○ Development of the quantity discount model</li> <li>○ Illustration of this modeling technique with business example problems</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Lead time and reorder point management</b> <ul style="list-style-type: none"> <li>○ Lead time management and its importance</li> <li>○ Reorder point and its relation with lead time</li> <li>○ Lead time management techniques</li> <li>○ Illustration of lead time management with business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment Quiz, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>• <b>Planned shortages model</b> <ul style="list-style-type: none"> <li>○ Basic assumptions in developing the planned shortages model</li> <li>○ Development of the planned shortages model</li> </ul> </li> </ul>	Lecture and Discussions	Assignment Quiz, Final Exam	CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>• <b>Planned shortages model</b> <ul style="list-style-type: none"> <li>○ Illustration of the planned shortages model with realistic business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment Quiz, Final Exam	CLO5

## OPN628 Management Science

### A. Course General Information:

<b>Course Code:</b>	OPN628
<b>Course Title:</b>	Management Science
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective for the students of MBA with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course introduces various quantitative techniques of optimization of cost, time of producing products/services and delivering them to customers. It includes both the linear and the non-linear programming modeling techniques of business problems and optimal solution procedures to them. Transportation and assignment problems as parts of linear programming problem are also discussed. Network modeling techniques of optimization are introduced along with business example problems. Basic game theoretic solution to business problems is discussed. Both the simulation and the Markov decision process-based solution to business problems are explained. Importance of waiting line management in business is highlighted with the solution of business problems by queuing modeling technique.

### 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 MBA/EMBA learners with this major are expected to gain advanced knowledge in quantitative optimal decision making. Production of quality products and delivering them to customers with minimum reasonable prices at competitively minimum times makes a business organization more competitive. 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:

1. Familiarizing learners to the optimal solution techniques of linear programming problems by graphical and simplex methods.
2. Enabling students to the optimal solution of non-linear programming problems by Lagrangian Multiplier method.
3. Training learners with network and basic game theoretic optimization techniques.
4. Explaining the basic steps of simulation and Markov decision process of making optimal decisions.
5. Acquainting learners with optimal solutions to problems by queuing modelling techniques.

### 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>	examining the graphical and Simplex method optimal solution techniques to linear programming problems.
<b>CLO2</b>	applying the Lagrangian Multiplier method optimal solution technique to non-linear programming problems.
<b>CLO3</b>	following network and basic game theoretic optimization techniques.
<b>CLO4</b>	applying the basic steps of simulation and Markov decision process of making optimal decisions.



<b>CLO5</b>	employing queuing modelling techniques of optimal solutions to waiting line problems.
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**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. Mapping the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs):**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Introduction to Management Science</b> <ul style="list-style-type: none"> <li>○ Introduction</li> <li>○ The quantitative analysis approach</li> </ul> </li> <li>• <b>Linear Programming</b> <ul style="list-style-type: none"> <li>○ Introduction to Linear Programming Problem (LPP)</li> <li>○ Formulation of various types of LPPs</li> <li>○</li> </ul> </li> </ul>	Lecture, Discussions,	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO3, CLO4, CLO5
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Linear Programming</b> <ul style="list-style-type: none"> <li>○ Graphical solution technique</li> <li>○ Sensitivity analysis by graphical solution method</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Linear Programming</b> <ul style="list-style-type: none"> <li>○ Different forms of LPP modelling</li> <li>○ Standard or canonical form</li> <li>○ Non-degenerate and degenerate LPP</li> <li>○ Feasible solution, basic solution, basic feasible solution, feasible region</li> <li>○ Optimal feasible solutions.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>4</b>	<ul style="list-style-type: none"> <li>• <b>Linear Programming</b> <ul style="list-style-type: none"> <li>○ General solutions to non-degenerate LPP by Simplex method.</li> </ul> </li> </ul>	Lecture, Discussions,	Assignment, Quiz, Midterm	CLO1

			Exam, Final Exam	
5	<ul style="list-style-type: none"> <li>• <b>Linear Programming</b> <ul style="list-style-type: none"> <li>○ Solutions to non-degenerate LPP by Simplex method (Big M-method and two-phase method)</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
6	<ul style="list-style-type: none"> <li>• <b>Transportation and Assignment Problems</b> <ul style="list-style-type: none"> <li>○ Least cost solutions by the Stepping-Stone method</li> <li>○ Maximization assignment problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
7	<ul style="list-style-type: none"> <li>• <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>○ Linear Programming</li> <li>○ Transportation problem</li> <li>○ Assignment problem</li> </ul> </li> </ul>		Midterm Examination	CLO1, CLO2, CLO3, CLO4, CLO5
8	<ul style="list-style-type: none"> <li>• <b>Non-linear programming</b> <ul style="list-style-type: none"> <li>○ Unconstrained optimization</li> <li>○ Solution to business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO2
9	<ul style="list-style-type: none"> <li>• <b>Non-linear programming</b> <ul style="list-style-type: none"> <li>○ Optimization with equality constraints by Lagrangian multiplier method</li> <li>○ Solution to business example problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO2
10	<ul style="list-style-type: none"> <li>• <b>Network Models</b> <ul style="list-style-type: none"> <li>• Introduction to network models</li> <li>• Minimum spanning tree technique</li> <li>• Maximum-Flow technique</li> <li>• Shortest-Route technique</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
11	<ul style="list-style-type: none"> <li>• <b>Introduction to game theory</b> <ul style="list-style-type: none"> <li>○ Pure and mixed strategy games</li> <li>○ Minimax criterion</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
12	<ul style="list-style-type: none"> <li>• <b>Simulation</b> <ul style="list-style-type: none"> <li>○ Introduction</li> <li>○ Monte Carlo simulation</li> <li>○ Simulation of an inventory problem</li> <li>○ Simulation of queuing problem</li> <li>○</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4

<b>13</b>	<ul style="list-style-type: none"> <li>• <b>Markov decision process</b> <ul style="list-style-type: none"> <li>○ Introduction</li> <li>○ State and state probabilities</li> <li>○ Matrix of transition probabilities</li> <li>○ Equilibrium conditions</li> <li>○ Solution to a business example problem</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Final Exam	CLO4
<b>14</b>	<ul style="list-style-type: none"> <li>• <b>Waiting line management</b> <ul style="list-style-type: none"> <li>○ Formation of waiting lines</li> <li>○ Characteristics of waiting lines</li> <li>○ Goals of waiting line management</li> <li>○ Simple waiting line models</li> <li>○ Solution to waiting line business problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Final Exam	CLO5

## OPN630 Technology Management and Innovation

### A. Course General Information:

<b>Course Code:</b>	OPN630
<b>Course Title:</b>	Technology Management and Innovation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective course for MBA program
<b>Type:</b>	Elective course for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

This course is designed to focus on the key concepts, models, and methods that enable manager to effectively manage the development and utilization of technologies. It will focus on how industries and firms are transformed by new technologies, and what factors affect the innovation performance. The concept of technology is broad and it refers to the process by which an organization transforms their inputs into output (product/services). Both technology and innovation play a significant role in the development of business processes.

**C. Rationale of the Course:**

Contemporary business firms are operating under a dynamic environment where changes in technological environment significantly affect the competitiveness of the firms. It is essential for firms to constantly study the existing technologies and be prepare for adapting new technologies. This course will help students understand the concept of technologies and the methods to evaluate the feasibility of new technologies. It is expected that students can apply this expertise in the organizations and create a positive impact in the industries.

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

The major objectives of this course are to:

1. State the concepts of technology and innovation
2. Discuss strategic aspects of technology adaptation
3. Discuss the innovations and its association with technology management
4. Illustrate the process in developing, implementing, and managing technology from a strategic perspective
5. Discuss the concepts of knowledge management systems and its relationship with technology management

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

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

SL.	CLO Description
CLO1	Describe technology management basics.
CLO2	Explain the comprehensive and concise definitions/descriptions of specific terminologies, models and theories related to the subject.
CLO3	Demonstrate reading and report writing skills and be able to present it
CLO4	Gain advanced concepts of the discipline that constitutes technology management.
CLO5	Evaluate existing technologies and apply the principles and practices of technology management to a real-world environment/enterprise

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
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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>● Management of Technology and Innovation: An Overview</b> <ul style="list-style-type: none"> <li>○ importance of Technology and Innovation to Business and society</li> <li>○ The Study of Technology, Innovation, and Its Management</li> <li>○ Key Definitions of Technology</li> <li>○ The Importance of Managing Technology</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	<b>● Management of Technology and Innovation: An Overview(continued)</b> <ul style="list-style-type: none"> <li>○ Key Definitions of Innovation</li> <li>○ The Process of Managing Innovation</li> <li>○ Structuring the Examination of managing technology and innovations (MTI)</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
3	<b>● Strategy Process and the Management of Technology and Innovation</b> <ul style="list-style-type: none"> <li>○ Strategy and MTI in strategic management</li> <li>○ The Strategic Process in MTI</li> <li>○ Integrating MTI and Strategy</li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1

4	<ul style="list-style-type: none"> <li>● <b>Innovation: Planning</b> <ul style="list-style-type: none"> <li>○ Planning: A Complex Process</li> <li>○ Factors affecting innovations</li> <li>○ Types of Innovation</li> <li>○ Innovation Planning Process</li> <li>○ Technology Stages and Planning</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Internal Innovation: Implementation</b> <ul style="list-style-type: none"> <li>○ Key Initial Questions for Implementation</li> <li>○ Key Implementation Issues</li> <li>○ Crafting Portfolios of Innovation</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Innovation: Evaluation and Control</b> <ul style="list-style-type: none"> <li>○ Evaluation and Control Processes</li> <li>○ Control of innovation</li> <li>○ Implementing Evaluation and Control</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Planning</b> <ul style="list-style-type: none"> <li>○ Alliances for MTI</li> <li>○ Mergers and Acquisitions</li> <li>○ Planning the Acquisition of Technology</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
8	<b>Mid-term exam</b>			CLO1, CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Implementation</b> <ul style="list-style-type: none"> <li>○ Initial Questions -What Should We Be Doing Now? What Are the Requirements for Key Activities? What and to Whom to Delegate?</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Evaluation and Control</b> <ul style="list-style-type: none"> <li>○ Where Evaluation and Control Occur</li> <li>○ Alliance/Acquisition: Capabilities, Due Diligence, Negotiation of the</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5

	Deal, Integration, Ongoing Evaluation and Control,			
11	<ul style="list-style-type: none"> <li>● <b>Obtaining Technology: Evaluation and Control (Continued)</b> <ul style="list-style-type: none"> <li>○ Metrics: Gap Analysis, Financial Fitness, Strategic Fitness, Operational Fitness, Relationship Fitness</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Building Capabilities for MTI Success:</b> <ul style="list-style-type: none"> <li>○ Competitive Advantage</li> <li>○ Sustainable Advantage</li> <li>○ Strategic Decisions and Competitive Advantage</li> <li>○ Building Capabilities from the Start</li> <li>○ Establishment of Industry Standards</li> <li>○ Venture Capital</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Organizational Learning and Knowledge Management:</b> <ul style="list-style-type: none"> <li>○ Organizational Learning</li> <li>○ Gathering Information</li> <li>○ Transferring and Sharing Processes</li> <li>○ Enabling Learning</li> <li>○ Types of Learning</li> <li>○ Structuring for Organizational Learning</li> <li>○ Keys to Successful Organizational Learning</li> <li>○ Knowledge-Management Definitions</li> <li>○ Dimensions of Knowledge Creation</li> <li>○ Making Knowledge Management a Successful Capability</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● Group Presentation</li> <li>● Review Session</li> </ul>			CLO1, CLO4, CLO5

## OPN632 Forecasting and Data Analysis

### A. Course General Information:

<b>Course Code:</b>	OPN632
<b>Course Title:</b>	Forecasting and Data Analysis
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category</b>	Elective course for MBA program
<b>Type</b>	Elective course for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

This course presents basic statistical techniques that are useful for preparing individual business forecasts. Accurate forecasting of future events and their outcomes is a crucial input into a successful business or economic planning process. This course introduces the application of various forecasting techniques. The methods include simple trend plus seasonal plus cycle models, exponential smoothing, autoregressive and moving average models, regression modeling, and leading indicators. The course also looks at techniques for the evaluation of the performance of forecasting methods and examines the role of forecasts in the decision-making process. Students will learn how to use these techniques in real-world forecasting applications.

### C. Rationale of the Course:

A significant part of today's business processes, business decisions, and planning are driven by data and data analysis. Besides the obvious need for high quality data that can be crunched and yield analytics and insights that can be trusted for use in decision making, forecasting, planning those dealing with data will also need the skills to source, wrangle, process, manage and communicate data analytics. A major part of data analysis is forecasting. In virtually every decision made in the organization, executives will today consider some kind of forecast. Sound predictions of demands and trends are no longer luxury items, but a necessity. Executives at all levels have to deal with issues like coping with seasonality, sudden changes in demand levels, price-cutting maneuvers of the competition, strikes, and large swings of the economy, and many more. This course deals with all the relevant issues.



**D. Course Objective:**

1. Discuss ideas about fundamental concepts of capturing and processing data and use of information and data in forecasting and find problems associated with these.
2. Present procedure for forecasting that remains essentially constant over time or changes with time and environment.
3. Demonstrate the methods of forecasting have long-term patterns of growth or decline.
4. Illustrate students capable of designing problems solving models and tools.
5. Demonstrate procedures for forecasting and identifying forecasting error whose average levels are affected by climate and other influences arising at regular intervals during the calendar year.

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

Upon successful completion of this course, students will be able to

SL.	CLO Description
CLO1	Describe the fundamental advantages and necessity of forecasting and data analysis for information in various situations.
CLO2	State the know how to assess business environment and choose an appropriate forecasting method in that particular environment.
CLO3	Explain the know how to apply various forecasting methods, which includes obtaining the relevant data and carrying out the necessary computation (running suitable statistical software, if necessary).
CLO4	Evaluate methods for better forecast with better statistical models based on statistical analysis
CLO5	Use software to make forecasted and analyzed data understandable to relevant audience.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓							✓	
CLO2	✓					✓			
CLO3		✓						✓	
CLO4		✓							✓

CLO5								✓	✓
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**G. Course plan specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:**

Class Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>Introduction</b> <ul style="list-style-type: none"> <li>○ Data and information</li> <li>○ Decision outcome</li> <li>○ Forecasting in The Areas of Business, Manufacturing and Service Industries</li> </ul>	Lecture, Materials, Presentation,	Mid Exam, Final Exam	CLO1
2	<b>Data Collection and Tabulation</b> <ul style="list-style-type: none"> <li>○ Fundamentals of data collection techniques</li> <li>○ Data arrangement for presentation and analysis</li> </ul>	Lecture, Materials, Presentation, In-class work with excel	Mid Exam, Final Exam	CLO1, CLO2, CLO4
3	<b>Data Analysis</b> <ul style="list-style-type: none"> <li>○ Data and different types of analysis</li> </ul>	Lecture, Materials, Presentation, Discussion, problem solving, excel	Assignment, Mid Exam, Final Exam	CLO2, CLO4
4	<b>Forecasting Techniques</b> <ul style="list-style-type: none"> <li>○ Fundamentals of Forecasting Techniques</li> <li>○ Application of Forecasting in Business</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Mid Exam, Final Exam	CLO2, CLO4, CLO5

5	<b>Forecasting Techniques</b> <ul style="list-style-type: none"> <li>○ Application of Forecasting in Business</li> <li>○ Forecasting Models</li> <li>○ Selection of models</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Case Study, Mid Exam, Final Exam	CLO3, CLO4
6	<b>Selecting of Forecasting Techniques</b> <ul style="list-style-type: none"> <li>○ Selecting the Appropriate Technique of Forecasting</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion, MSP Lab	Mid Exam, Final Exam	CLO3, CLO4, CLO6
7	<b>Selecting of Forecasting Techniques</b> <ul style="list-style-type: none"> <li>○ Environment analysis Appropriate Techniques Forecasting</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CLO4, CLO5
8	<b>Details of- Linear Trend Equation, Moving Average, Exponential Smoothing</b> <ul style="list-style-type: none"> <li>○ Application of Different Types of Forecasting</li> </ul>	Lecture, Presentation, excel, solving problem	Assignment, Final Exam	CLO2, CLO3, CLO4
9	<b>Details of- Linear Trend Equation, Moving Average, Exponential Smoothing</b> <ul style="list-style-type: none"> <li>○ Application of Different Types of Forecasting</li> </ul>	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CLO4, CLO5
10	<b>Techniques for Seasonality</b> <ul style="list-style-type: none"> <li>○ Considering Seasonality in Forecasting</li> </ul>	Lecture, Presentation, Excel	Case Study, Final Exam	CLO4, CLO5
11	<b>Accuracy of Forecasts</b> <ul style="list-style-type: none"> <li>○ Error in forecasting, MAD, MSE, MAPA</li> <li>○ Find the Accuracy of Forecasts Value</li> </ul>	Lecture, Materials, Presentation, Discussion, excel	Final Exam	CLO4, CLO5
12	<b>Controlling the Forecast</b> <ul style="list-style-type: none"> <li>○ Monitoring Forecasting Error</li> </ul>	Lecture, Materials, Presentation, Discussion, excel	Final Exam	CLO3, CLO5
13	<b>Review</b> <ul style="list-style-type: none"> <li>○ Review Through Cases</li> </ul>	Lecture, Presentation, Q/A		CLO1, CLO5
14	<b>Group Term Paper Presentation</b>			

	<b>Review Session</b>			
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## **OPN634 Business process analysis, design and implementation**

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

<b>Course Code:</b>	OPN634
<b>Course Title:</b>	Business process analysis, design and implementation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Elective Course in the MBA Program
<b>Type:</b>	Elective course for the students of MBA Program with a major in operations and supply chain management
<b>Prerequisites:</b>	OPN620 Logistics and Supply Chain Management
<b>Co-requisites:</b>	None

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

Business Process Analysis, Design and Implementation course will be equipped with the knowledge and skill sets to excel you as a Business Process Analyst. Business process analysts supposed to have the essential skills to develop a system. The analyst plays a major role in the development of the new information system or redesigning the existing system. This course delivers the necessary contents to prepares students to become a professional business process analyst.

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

Global Business is increasingly confronted with the need to participate and manage in real-time environment. This business process improvement course gives the chance to acquire the information and skills necessary to use the most successful and current business analysis approaches when modelling your firm, completely assessing the present state, and then developing the future state. The implementation of these methodologies will be discussed within the context of an overarching framework, identifying key deliverables and main phases from modelling and analysis of the current state and future state design.

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

The major objectives of this course are to:

1. State the business operating processes.

2. Illustrate the feasibility analysis of system alternatives.
3. Demonstrate a formal development plan.
4. Discuss the vulnerability to accounting risk, security risk, and system control development.
5. Discuss the quality assurance and testing systems.

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

SL.	CLO Description
<b>CLO1</b>	Analyze the efficacy of existing business and operational procedures.
<b>CLO2</b>	Describe the role and responsibilities of a business analyst.
<b>CLO3</b>	Explain the Business Analysis best practices using project management life cycles
<b>CLO4</b>	Recognize and integrate the Business Analysis Core Concept Model (BACCM) framework into the business operations of your firm.
<b>CLO5</b>	Assess and select business process performance controls, metrics and targets.

**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 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 and Overview of Business Analysis</b></li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ What are “Business Processes?” and “What is a “Business Process Analysis?”</li> <li>○ What are the roles and responsibilities of a “Business Process Analyst”?</li> <li>○ What are some of the “business processes” in our organization?</li> <li>○ What current business processes in our organization need improvement to achieve better outcomes (e.g., ROI) for our organization?</li> </ul>			
2	<ul style="list-style-type: none"> <li>● <b>Business Analysis Planning and Monitoring [Initiate Phase]</b> <ul style="list-style-type: none"> <li>○ Assess the effectiveness of current business processes and operational processes to determine “gaps,” “out of control, etc.</li> <li>○ Evaluate and prioritize potential incremental improvements</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Business Analysis Planning and Monitoring [continued]</b> <ul style="list-style-type: none"> <li>○ Apply the relevant information (e.g., metrics-driven) elicited in the fact gathering process to create and analyze process models (Voice of the Business)</li> <li>○ Initiate a business process analysis effort with clear objectives and agreed-upon goals</li> <li>○ Complete estimates for costs and deliver a realistic budget</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2

	<ul style="list-style-type: none"> <li>○ Process improvement scope and deliver a scope model of realistic requirements</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Elicitation and Collaboration [Scope and Design Phase]</b> <ul style="list-style-type: none"> <li>○ Develop a Stakeholder Requirements Matrix based upon the deliberate steps of stakeholder identification, analysis, and buy-in commitment</li> <li>○ Build a strategy for active involvement/participation of stakeholders in assessing, improving, and sustaining business processes improvement</li> <li>○ Using elicitation techniques, acquire business process improvement requirements from stakeholders (Voice of the Customer) through: <p>Group-based collaboration: Brainstorming, Focus Groups, Requirements Workshops, collaborative games.</p> </li> <li>○ Individual elicitation: Interviews, Observation, Survey/Questionnaire</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Elicitation and Collaboration (Continued)</b> <ul style="list-style-type: none"> <li>○ Research: Document Analysis, Interface Analysis, Benchmarking, Prototyping, and Market Analysis</li> <li>○ Identify and document business process(es) scope</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	<p>while alleviating scope creep</p> <ul style="list-style-type: none"> <li>○ Discover how to clarify and validate the current state (i.e., status quo) of the business process before jumping to possible, future state solutions</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Life Cycle Management</b> <ul style="list-style-type: none"> <li>○ Verify, validate, and monitor document business rules analysis for different types of projects or process improvement initiatives</li> <li>○ Initiate a process analysis effort with a scope statement, vision statement, mission statement, and strategic objectives for the business process improvement initiatives or project(s)</li> <li>○ Identify opportunities to improve business processes by following a systematic 10-step business improvement process</li> <li>○ Efficiently and effectively manage and streamline backlogs and item tracking</li> <li>○ Document, disseminate, review, and archive lessons learned</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Review Session</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Strategy Analysis [Improve and Control Phase]</b></li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation,	CLO1, CLO2, CLO3



	<ul style="list-style-type: none"> <li>○ Identify your organization's Key Performance Indicators (KPIs), Dashboard, Balance Scorecard, Strengths, Weaknesses, Opportunities, and Threats (SWOT) and other pertinent metrics for analyzing the current state (status quo)</li> <li>○ Conduct a business capability analysis, decision analysis, a financial analysis, and a risk analysis</li> <li>○ Identify realistic triggers for initiating business process analysis</li> <li>○ Systematically implement the selected improved processes for real time execution/implementation in the organization</li> <li>○ Create an effective business process analysis plan and business model canvas</li> </ul>		Case Studies, Assignments	
9	<ul style="list-style-type: none"> <li>● <b>Requirements Analysis and Design Definition</b> <ul style="list-style-type: none"> <li>○ Apply process modelling techniques and decision modelling techniques</li> <li>○ Complete thorough sequence diagrams</li> <li>○ Conduct business rules analysis</li> <li>○ Compile user stories, use case, roles and permissions</li> <li>○ Analyze and compile data dictionary, data modelling, data flow diagrams, and data</li> </ul> </li> </ul>	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>mining</li> <li>○ Conduct cost-benefit and other metrics to identify and estimate the potential value that could be realized for each planned process improvement</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Process Performance Measurement and Assessment</b></li> <li>○ Assess and select business process performance controls, metrics and targets: Learn how to use/apply a robust tool kit of quality assessment and control tools, such as: Cause and Effect Diagrams; Control Charts; Flow-Charting; Histogram; Pareto Chart and Pareto Analysis; Run Charts; Scatter Diagrams;</li> </ul>	<p>Lecture</p> <p>Discussion</p>	<p>Quiz, Midterm, Presentation, Case Studies, Assignments</p>	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> <li>● <b>Process Performance Measurement and Assessment(continued)</b></li> <li>○ Create a Suppliers, Inputs, Process, Outputs, Customers (SIPOC) model and SIPOC process diagram/map for organization</li> <li>○ Identify and define complex business process steps using various modeling techniques such as: Business Process Diagrams, Value Stream Maps, Swim Lane, etc.</li> </ul>	<p>Lecture</p> <p>Discussion</p>	<p>Quiz, Midterm, Presentation, Case Studies, Assignments</p>	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> <li>● <b>Process Performance Measurement and Assessment(continued)</b></li> <li>○ Gain the required level of competencies to follow the</li> </ul>	<p>Lecture</p> <p>Discussion</p>	<p>Quiz, Midterm, Presentation, Case Studies, Assignments</p>	CLO1, CLO2, CLO3

	<p>basic steps in improving business process performance.</p> <ul style="list-style-type: none"> <li>○ Apply the knowledge and skills to estimate process time and cycle time.</li> </ul>			
13	<ul style="list-style-type: none"> <li>● <b>Solution Evaluation and Process Transformation</b> <ul style="list-style-type: none"> <li>○ Effectively apply best-practice business process modelling and improvement techniques for targeted (problematic) business processes (i.e., out-of-control)</li> <li>○ For process gaps or deficiencies, conduct a thorough Root-Cause Analysis</li> <li>○ For solution evaluation, determine acceptance and evaluation criteria along with pertinent metrics and Key Performance Indicators (KPI)</li> </ul> </li> </ul>	<p>Lecture Discussion</p>	<p>Quiz, Midterm, Presentation, Case Studies, Assignments</p>	<p>CLO1, CLO3</p>
14	<ul style="list-style-type: none"> <li>● <b>Solution Evaluation and Process Transformation(continued)</b> <ul style="list-style-type: none"> <li>○ Identify agreed-upon and required business process changes, detail the impacts of each business process change initiative, and develop a transition plan and backlog of less prioritized business process changes.</li> <li>○ Submit for approval a very detailed business process plan for the implementation of the business process solution initiative or project.</li> </ul> </li> </ul>	<p>Lecture Discussion</p>	<p>Quiz, Midterm, Presentation, Case Studies, Assignments</p>	<p>CLO2, CLO3</p>

	<ul style="list-style-type: none"> <li>○ Evaluate solution effectiveness of planned business process improvements</li> <li>○ Determine Return on Investment (ROI), cost-benefit analysis, internal rate of return, and other metrics to document process improvements</li> </ul>			
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### **OPN666 Contemporary Issues in Operations and Supply Chain Management**

**Course Code and Title:** OPN666 Contemporary Issues in Operations and Supply Chain Management

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, interest and preference of learners and instructors. Topic specific Course Description, Course Objectives (COs), Course Learning Outcomes (CLOs) and the Mapping of Course Learning Outcomes (CLOs) with the Program Learning Outcomes (PLOs) will be outlined Subject to the special issue.