



Curriculum of Executive Master of Business Administration (EMBA)

**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.

TABLE OF CONTENTS

A. PROGRAM GENERAL INFORMATION	6
TITLE OF THE ACADEMIC PROGRAM:	6
NAME OF THE DEGREE:	6
ABBREVIATION:.....	6
PROGRAM OFFERING ENTITY: (DEPARTMENT/SCHOOL /INSTITUTE).....	6
NAME OF THE UNIVERSITY:	6
MINIMUM CREDIT HOUR REQUIREMENT:	6
DURATION (YEAR/SEMESTERS):	6
TOTAL CLASS WEEKS PER SEMESTER:	6
MINIMUM CGPA REQUIREMENTS FOR GRADUATION:	6
MAXIMUM ACADEMIC YEARS OF COMPLETION:	6
ADMISSION REQUIREMENTS:	6
B. BRIEF DESCRIPTION OF THE PROGRAM	7
C. MISSION AND VISION	7
D. PROGRAM EDUCATIONAL OBJECTIVES (PEOS).....	8
E. PROGRAM LEARNING OUTCOMES (PLOS)	8
F. ALIGNMENT OF PEOS WITH THE UNIVERSITY MISSIONS.....	9
G. MAPPING OF PLOS WITH THE PEOS.....	9
H. MAPPING OF PLOS WITH LEARNING OUTCOME DOMAINS	10
I. MAPPING OF COURSES WITH THE PLOS	10
J. CURRICULUM STRUCTURE	11
COURSE CATEGORIES	11
DETAIL STRUCTURE OF THE PROGRAM	11
K. PROGRAM FLOW (YEAR/LEVEL/SEMESTER/TERM WISE DISTRIBUTION OF COURSES).....	14
RECOMMENDED COURSE SEQUENCES	14
SEMESTER-WISE RECOMMENDED COURSE SEQUENCES WITH PREREQUISITE COURSE LIST	15
L. GRADING/EVALUATION	15
M. COURSE OUTCOMES AND CATALOG DESCRIPTION (CONTENT).....	16
ACT701 ACCOUNTING FOR MANAGERS.....	16
ACT720 STRATEGIC COST AND MANAGEMENT ACCOUNTING	21
ACT751 ADVANCED FINANCIAL ACCOUNTING	27
ACT752 ACCOUNTING FOR PERFORMANCE MANAGEMENT.....	31
ACT753 ACCOUNTING INFORMATION SYSTEMS	36
ACT754 TAXATION.....	42
ACT755 AUDITING	48
ACT756 CORPORATE GOVERNANCE AND PROFESSIONAL ETHICS	53
ACT758 FINANCIAL REPORTING ANALYTICS.....	60
BUS702 MANAGERIAL COMMUNICATIONS	64
BUS704 ECONOMICS FOR MANAGERIAL DECISIONS.....	70
BUS710 MANAGEMENT OF CROSS-CULTURAL ENVIRONMENT & INNOVATION.....	74

BUS711 BUSINESS ETHICS, CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY	77
ENT751 BUSINESS DEVELOPMENT FOR NEW ENTERPRISES.....	80
ENT753 ENVIRONMENT OF BUSINESS, INNOVATION & DISRUPTION	84
ENT754 SMALL BUSINESS MANAGEMENT	89
ENT755 SOCIAL ENTREPRENEURSHIP	93
ENT756 ENTREPRENEURIAL FINANCE.....	100
ENT757 INNOVATION MANAGEMENT AND ENTREPRENEURIAL MARKETING	105
FIN701 MANAGERIAL FINANCE.....	110
FIN720 CORPORATE FINANCIAL STRATEGY	115
FIN751 FINANCIAL INSTITUTION MANAGEMENT	121
FIN752 INVESTMENT MANAGEMENT	131
FIN753 INTERNATIONAL FINANCE	139
FIN754 FINANCIAL MODELING, ANALYSIS AND FORECASTING	144
FIN 755 DERIVATIVES AND RISK MANAGEMENT	148
FIN756 ENTREPRENEURIAL FINANCE	153
FIN757 FINANCIAL TECHNOLOGY (FINTECH)	158
HRM720 STRATEGIC HUMAN RESOURCES MANAGEMENT	165
HRM750 STRATEGIC HRM AND APPLICATION OF INTEGRATED ORGANIZATIONAL MODELS	171
HRM751 PERFORMANCE APPRAISAL SYSTEM.....	176
HRM752 HUMAN RESOURCE PLANNING POLICIES AND STAFFING	181
HRM753 LEADERSHIP AND INTERPERSONAL RELATIONS	188
HRM755 INDUSTRIAL RELATIONS AND LABOUR LAWS.....	195
HRM759 TECHNOLOGY AND TOOLS FOR MANAGING HR SYSTEM	200
HRM760 MANAGEMENT OF ORGANIZATIONAL CHANGE AND SUSTAINABILITY.....	205
HRM761 COMPENSATION POLICY.....	210
HRM763 SUSTAINABILITY AND INDUSTRY 4.0	217
ITM730 TECHNOLOGY MANAGEMENT AND INNOVATION	223
ITM751 INFORMATION SECURITY, PRIVACY, AND POLICY.....	227
ITM752 DIGITAL MEDIA ANALYTICS	231
ITM753 MANAGING DISRUPTIVE TECHNOLOGIES.....	235
ITM754 EXPLORING AND VISUALIZING DATA.....	238
ITM755 DIGITAL TRANSFORMATION.....	243
ITM756 BUSINESS INTELLIGENCE AND DATA MINING.....	247
MGT701 LEADERSHIP, SUSTAINABILITY AND ORGANIZATIONAL BEHAVIOUR	253
MGT702 MANAGING HUMAN CAPITAL	258
MGT775 GLOBAL CORPORATE STRATEGY & SUSTAINABILITY.....	261
MIS715 BUSINESS ANALYTICS FOR DECISION MAKING	264
MIS716 INFORMATION SYSTEM & E-BUSINESS MANAGEMENT.....	268
MKT701 MARKETING PRINCIPLES, STRATEGIES AND PRACTICES	271
MKT720 STRATEGIC MARKETING	276
MKT751 CONSUMER BEHAVIOUR	281
MKT752 DIGITAL MARKETING STRATEGIES.....	286
MKT753 STRATEGIC BRAND MANAGEMENT	291
MKT754 APPLIED MARKETING RESEARCH	295
MKT755 SERVICE MARKETING	303
MKT756 GLOBAL MARKETING	311
MKT757 ADVANCED MARKETING COMMUNICATION STRATEGY	316
MKT758 MARKETING ANALYTICS.....	320
MSC703 APPLIED QUANTITATIVE ANALYSIS FOR BUSINESS	325

OPN705 OPERATIONS AND SUPPLY CHAIN MANAGEMENT	328
OPN722 ANALYTICAL DECISION MAKING	334
OPN723 PROJECT MANAGEMENT.....	338
OPN725 TOTAL QUALITY MANAGEMENT	342
OPN726 PRODUCTION AND INVENTORY MANAGEMENT.....	346
OPN728 MANAGEMENT SCIENCE	351
OPN730 TECHNOLOGY MANAGEMENT AND INNOVATION	354
OPN732 FORECASTING AND DATA ANALYSIS.....	359
OPN734 BUSINESS PROCESS ANALYSIS, DESIGN AND IMPLEMENTATION	363

A. Program General Information

Title of the Academic Program:	Executive Master of Business Administration
Name of the Degree:	Executive Master of Business Administration
Abbreviation:	EMBA
Program Offering Entity: (Department/School /Institute)	BRAC Business School (BBS)
Name of the University:	BRAC University
Minimum Credit Hour Requirement:	45 Credits
Duration (Year/Semesters):	2 Years (4 Semesters)
Total Class Weeks per Semester:	14 Weeks
Minimum CGPA requirements for graduation:	2.5
Maximum Academic Years of Completion:	5 Years
Admission Requirements:	<p>Minimum 15 years of schooling with a Bachelor Degree from any discipline and 3 years of professional / executive experience after graduation or 14 years of schooling with 6 or more years of corporate experience having at least 2nd class or CGPA 2.5 out of 4.0 or equivalent (from any government authorized university).</p> <p>Minimum GPA of 2.5 or 2nd Class in SSC/Equivalent and HSC/Equivalent separately (including additional subject).</p> <p>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.</p>

B. Brief Description of the Program

The **Executive MBA (EMBA)** program of BRAC Business School (BBS) aims at empowering corporate executives by enabling them to skillfully use theoretical knowledge in practical situations and take effective decisions. Our learners will meet those challenges by acting thoughtfully and decisively. This program is specifically designed for business executives, civil servants, social entrepreneurs, NGO executives, military officials and other professionals. Interactive learning and case-based teaching are the two most salient features of this program. 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 EMBA Program of BBS is a part-time, skill-based program requiring 45 credits expected to be completed within two years. Depending on the course load of an individual student, the duration may vary. A student may be eligible for a waiver of up to 12 credits depending on his/her academic background. The classes are conducted on Thursday and Saturday (6.30 pm – 9.30 pm) and Friday (9.30 am – 9.30 pm).

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 Executive MBA (EMBA) program will equip our future leaders with the opportunity to:

- PEO-1:** gain deep understanding of the key functions of modern business operations.
- PEO-2:** develop innovative thinking, apply problem-solving skills and learn to work collaboratively in a variety of business environment.
- PEO-3:** Recognize the concept of sustainability and its economic, environmental, and social impact in the context of global competitive environments.
- PEO-4:** demonstrate ethical leadership skills with a global and entrepreneurial mindset to tackle the challenges of sustainable business operations.

E. Program Learning Outcomes (PLOs)

Upon successful completion of the EMBA program, the learners are expected to:

Sl.	PLO Description
PLO1	understand the principles, functions and operations of businesses processes;
PLO2	apply problem-solving and decision-making skills to diverse management settings;
PLO3	analyze the micro and macro-economic business environment;
PLO4	exhibit critical thinking and cognitive skills to confront diverse management challenges;
PLO5	execute methodological research with analytics, business intelligence and technology;
PLO6	demonstrate leadership traits keeping ethics, society, diversity, human values and team work at the center;
PLO7	understand the local/global business environment, identify risks and opportunities at the functional and strategic levels;
PLO8	communicate orally and in writing in an effective and efficient manner; and
PLO9	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 EMBA program educational objectives were 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)
PEO-1: gain deep understanding of the key functions of modern business operations.	X		X
PEO-2: develop innovative thinking, apply problem-solving skills and learn to work collaboratively in a variety of business environment.	X		X
PEO-3: recognize the concept of sustainability and its economic, environmental, and social impact in the context of global competitive environments.		X	X
PEO-4: demonstrate ethical leadership skills with a global and entrepreneurial mindset to tackle the challenges of sustainable business operations.		X	X

('X' indicates correlation)

G. Mapping of PLOs with the PEOs

The following table shows the relationship of the EMBA 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		

('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

Course ID	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
ACT701	X	X							
BUS702								X	
BUS704			X						
BUS710							X		
BUS711						X			
FIN701		X							
MIS715	X				X				
MIS716	X				X				
MGT701	X					X			
MGT702	X					X			
MGT775	X	X	X	X	X	X	X	X	
MKT701	X						X		
MSC703		X							

OPN705	X	X							
Major: Required and Elective Courses									X

('X' indicates correlation)

J. Curriculum Structure

Students are required to complete a minimum of 13 courses (subject to the course waiver policy) for successful completion of the EMBA Program. The standard duration of the EMBA program is 2 years (4 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* (4)	12
• Core Courses** (9)	21
• Integrative/Capstone Courses (1)	3
• Program Elective/Concentration/Major Courses*** (3)	9
Total Credits	45

*Students may be waived 1 – 4 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 13 courses and may require a maximum of 17 courses to complete their degree.

** 5 courses are 3 credit-hour courses and 4 are 1.5 credit hour courses

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

Detail structure of the program

Category	Course Code and Title	Credit Hours	Contact Hours/Week
FOUNDATION COURSES		12	12
(4 courses - 12 credits)			
	<i>These courses are waiveable subject to course waiver policy</i>		
	ACT701 Accounting for Managerial Planning and Control	3	3
	BUS702 Communications Strategy for Business Leaders	3	3
	MSC703 Applied Quantitative Analysis for Business	3	3
	BUS704 Economics for Managerial Decisions	3	3
CORE COURSES		21	21
(9 courses - 21 credits)			
	MGT701 Leadership, Sustainability and Organizational Behavior	3	3
	MGT702 Managing Human Capital	3	3
	MKT701 Marketing Principles, Strategies and Practices	3	3

FIN701	Managerial Finance	3	3
OPN705	Operations and Supply Chain Management	3	3
BUS710	Management of Cross-cultural Environment and Innovation	1.5	1.5
BUS711	Business Ethics, Corporate Governance and Social Responsibility	1.5	1.5
MIS715	Business Analytics for Decision Making	1.5	1.5
MIS716	Information Systems and E-Business Management		
INTEGRATIVE/CAPSTONE COURSES		3	3
(1 course - 3 credits)			
MGT775	Global Corporate Strategy and Sustainability	3	3
CONCENTRATION/MAJOR COURSES		9	9
(3 courses - 9 credits)			
<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 EMBA major required or elective courses.</i>			
Accounting (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Accounting.</i>			
Mandatory for Major:		3	3
ACT751	Advanced Financial Accounting	3	3
Electives for Major:		6	6
ACT720	Strategic Cost and Management Accounting	3	3
ACT752	Accounting for Performance Management	3	3
ACT753	Accounting Information Systems	3	3
ACT754	Taxation	3	3
ACT755	Auditing	3	3
ACT756	Corporate Governance and Professional Ethics	3	3
ACT758	Financial Reporting Analytics	3	3
ACT766	Contemporary Issues in Accounting	3	3
Entrepreneurship (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Entrepreneurship.</i>			
Mandatory for Major:		3	3
ENT751	Business Development for New Enterprises	3	3
Electives for Major:		6	6
ENT753	Environment of Business, Innovation and Disruption	3	3
ENT754	Small Business Management	3	3
ENT755	Social Entrepreneurship	3	3
ENT756	Entrepreneurial Finance	3	3
ENT757	Innovation Management and Entrepreneurial Marketing	3	3
ENT766	Contemporary Issues in Entrepreneurship	3	3
Finance (3 courses - 9 credits)			
<i>Students are required to take one mandatory course and two elective courses for a Major in Finance.</i>			
		9	9

Mandatory for Major:		3	3
FIN720	Corporate Financial Strategy	3	3
Electives for Major:		6	6
FIN751	Financial Institution Management	3	3
FIN752	Investment Management	3	3
FIN753	International Finance	3	3
FIN754	Financial Modeling, Analysis and Forecasting	3	3
FIN755	Derivatives and Risk Management	3	3
FIN756	Entrepreneurial Finance	3	3
FIN757	Financial Technology (FinTech)	3	3
FIN766	Contemporary Issues in Finance	3	3
Human Resources Management (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Human Resources Management.</i>			
Mandatory for Major:		3	3
HRM752	Human Resource Planning Policies and Staffing	3	3
Electives for Major:		6	6
HRM750	Strategic HRM and Application of Integrated Organizational Models	3	3
HRM751	Performance Appraisal System	3	3
HRM753	Leadership and Interpersonal Relations	3	3
HRM755	Industrial Relations and Labor Laws	3	3
HRM759	Technology and Tools for Managing HR System	3	3
HRM760	Management of Organizational Change and Sustainability	3	3
HRM761	Compensation Policy	3	3
HRM763	Sustainability and Industry 4.0	3	3
HRM766	Contemporary Issues in Human Resources Management	3	3
Information Technology Management (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Information Technology Management.</i>			
Mandatory for Major:		3	3
ITM755	Digital Transformation	3	3
Electives for Major:		6	6
ITM730	Technology Management and Innovation	3	3
ITM751	Information Security, Privacy and Policy	3	3
ITM752	Digital Media Analytics	3	3
ITM753	Managing Disruptive Technologies	3	3
ITM754	Exploring and Visualizing Data	3	3
ITM756	Business Intelligence and Data Mining	3	3
ITM766	Contemporary Issues in Information Technology	3	3
Marketing (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Marketing.</i>			
Mandatory for Major:		3	3

MKT751	Consumer Behavior	3	3
Electives for Major:		6	6
MKT720	Strategic Marketing	3	3
MKT752	Digital Marketing Strategies	3	3
MKT753	Strategic Brand Management	3	3
MKT754	Applied Marketing Research	3	3
MKT755	Service Marketing	3	3
MKT756	Global Marketing	3	3
MKT757	Advanced Marketing Communication Strategy	3	3
MKT758	Marketing Analytics	3	3
MKT766	Contemporary Issues in Marketing	3	3
Operations and Supply Chain Management (3 courses - 9 credits)		9	9
<i>Students are required to take one mandatory course and two elective courses for a Major in Operations and Supply Chain Management.</i>			
Mandatory for Major:		3	3
OPN726	Production and Inventory Management	3	3
Electives for Major:		6	6
OPN722	Analytical Decision Making	3	3
OPN723	Project Management	3	3
OPN725	Total Quality Management	3	3
OPN728	Management Science	3	3
OPN730	Technology Management and Innovation	3	3
OPN731	Forecasting and Data Analysis	3	3
OPN766	Contemporary Issues in Operations and Supply Chain Management	3	3
SUBTOTAL		45	45

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

Recommended Course Sequences

YEAR	SEMESTER	RECOMMENDED COURSES			
1 st Year	1 st Semester	MSC703	MGT701	BUS702	ACT701
	2 nd Semester	BUS704	MGT702	MKT701	FIN701
2 nd Year	3 rd Semester	OPN705	BUS710* and BUS711*	MIS715*and MIS716*	MANDATORY MAJOR COURSE
	4 th Semester	MAJOR ELECTIVE COURSE	MAJOR ELECTIVE COURSE	MGT775	

* 1.5 Credit-Hours courses

Semester-wise Recommended Course Sequences with Prerequisite Course list

Semester	Total Credit Hours	Contact Hours/ Week	Course Code and Title	Prerequisite
1 st Sem.	12	12	MSC703: Applied Quantitative Analysis for Business	None
			MGT701: Leadership, Sustainability and Organizational Behavior	None
			BUS702: Communication Strategy for Business Leaders	None
			ACT701: Accounting for Managerial Planning and Control	None
2 nd Sem.	12	12	BUS704: Economics for Managerial Decisions	MSC703
			MGT702: Managing Human Capital	MGT701
			MKT701: Marketing Principles, Strategies and Practices	MGT701
			FIN701: Managerial Finance	MSC703, ACT701
3 rd Sem.	12	12	OPN705: Operations and Supply Chain Management	BUS704
			*BUS710: Management of Cross-cultural Environment and Innovation	MGT701
			*BUS711: Business Ethics, Corporate Governance and Social Responsibility	MGT701
			*MIS715: Business Analytics for Decision Making	MSC703, MGT701
			*MIS716: Information Systems and E-Business Management	MSC703, MGT701
			MANDATORY MAJOR COURSE	
			<i>*Half Courses</i>	
4 th Sem.	9	9	MAJOR ELECTIVE COURSE	
			MAJOR ELECTIVE COURSE	
			MGT775: Global Corporate Strategy and Sustainability	All Core 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)

ACT701 Accounting for Managers

A. Course General Information:

Course Code:	ACT701
Course Title:	Accounting for Managers
Credit Hours:	3
Contact Hours/Week:	3
Category:	Foundation Course in the EMBA Program
Type:	Business Foundation
Prerequisites:	None
Co-requisites:	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 EMBA 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:

SL.	CLO Description
CLO1	Explain and discuss the roles and nature of financial statements.
CLO2	Apply fundamental accounting principles to develop financial statements.
CLO3	Interpret financial statements and analyze financial and non-financial performance to evaluate the position of a firm.
CLO4	Analyze common business management decisions such as pricing and outsourcing by applying the management accounting concepts and techniques.
CLO5	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):

	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	An overview of financial and management accounting <ul style="list-style-type: none"> ○ The scope and purpose of financial reporting building blocks of accounting: ethics, principles, and assumptions. ○ Users' and stakeholders' needs ○ accounting equation, and define its components ○ Analyze the effects of business transactions on the accounting equation ○ The main elements of financial reports ○ Financial Accounting vs Management Accounting ○ Identify the features of managerial accounting and the functions of management. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	Accounting Cycle and Introduction to financial statements and their functions <ul style="list-style-type: none"> ○ Recording process ○ Accrual vs cash Basis of accounting ○ Adjusting entries and adjusted trial balance ○ Preparation of financial statements ○ Closing entries and post-closing trial balance 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

3	The regulatory framework <ul style="list-style-type: none"> ○ Regulatory bodies ○ Accounting standards ○ Financial reporting concepts ○ Qualities of useful information ○ Assumptions in financial reporting ○ Principles in financial reporting ○ Cost constraint 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,
4	Measurement and Disclosure <ul style="list-style-type: none"> ○ Revenues ○ Inventories ○ Plant, property and equipment ○ Current liabilities ○ Non-current liabilities ○ Equity ○ Research and Development, goodwill, and intangible assets ○ Financial instruments ○ Off balance sheet finance 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
5	Cash flows Statements <ul style="list-style-type: none"> ○ Usefulness of the statement of cash flows ○ Classification of cash flows ○ Significant noncash activities ○ Format of the statement of cash flows ○ Indirect and direct methods ○ Analyze the statement of cash flows 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
6	Financial statements analysis and interpretations <ul style="list-style-type: none"> ○ Importance and purpose of analysis of financial statements ○ Tools for Analysis ○ Analyze a company's performance using ratios ○ The concept of Sustainable income 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			

8	Costing concepts and Classifications <ul style="list-style-type: none"> ○ Cost classifications for assigning costs to cost objects ○ Cost classifications for manufacturing companies ○ Cost classifications for preparing financial statements ○ Cost classifications for predicting cost behavior ○ The analysis of mixed costs 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4
9	Cost-Volume-Profit (CVP) analysis <ul style="list-style-type: none"> ○ The basics of CVP analysis ○ Break-even and target profit analysis ○ CVP considerations in choosing a cost structure ○ Sales mix 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4
10	Costing for goods and services <ul style="list-style-type: none"> ○ Variable costing ○ Absorption costing ○ Activity-based costing ○ Target costing ○ Life-cycle costing ○ Throughput accounting 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4,
11	Budgetary and Control <ul style="list-style-type: none"> ○ Budgets and the budgeting cycle ○ Advantages and challenges of implementing ○ Budgets ○ Budgeting and responsibility accounting ○ Human aspects of budgeting ○ Developing a master budget 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4, CLO5
12	Budgetary and Control <ul style="list-style-type: none"> ○ Developing a master budget ○ Flexible budget vs static budget ○ Standard costing ○ Variance analysis 	Lecture, Discussions, Problem solving	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5

13	Performance measurements <ul style="list-style-type: none"> ○ Cost, profit, and investment centers ○ Evaluating investment center Performance ○ Residual income ○ Operating performance measures Balanced scorecard 	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5
14	Differential analysis <ul style="list-style-type: none"> ○ Information and the decision process ○ The concept of relevance for decision making ○ Adding and dropping product lines and other segments ○ The make or buy decision ○ Opportunity cost ○ Special orders ○ Utilization of a constrained resource ○ Joint product costs and the contribution approach ○ ABC and Relevant Costs 	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO4, CLO5

ACT720 Strategic Cost and Management Accounting

A. Course General Information:

Course Code:	ACT720
Course Title:	Strategic Cost and Management Accounting
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective Course in the EMBA Program
Type:	Elective for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	None

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
CLO1	Apply strategic cost management techniques to make cost-profit decisions
CLO2	Allocate costs and overheads to optimize the cost control mechanisms
CLO3	Design and implement costing processes including ABC and customer profitability analysis
CLO4	Review and select different cost management techniques to maximize the profitability of products in different stages of the life cycle
CLO5	Control performance of cost and revenue centers by applying variance analysis techniques

CLO6	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):

	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	Introductory session and basics of cost accounting <ul style="list-style-type: none"> Financial Accounting, Management Accounting, and Cost Accounting Costs and Cost Terminology Direct Costs and Indirect Costs Cost Behavior Patterns Total Costs and Unit Costs A Framework for Cost Accounting and Cost Management Illustrating the Flow of Inventory Costs and Period Costs 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
2	Accounting for materials <ul style="list-style-type: none"> Materials Control Materials Control Procedures Accounting for Materials Just-in-Time Materials Control 	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO5

	<ul style="list-style-type: none"> ○ Scrap, Spoiled Goods, and ○ Defective Work 	In-class group discussion		
3	Accounting for labor <ul style="list-style-type: none"> ○ Wage Plans ○ Controlling Labor Cost ○ Accounting for Labor Costs and ○ Employers' Payroll Taxes ○ Special Labor Cost Problems 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO6
4	Accounting for factory overheads <ul style="list-style-type: none"> ○ Allocating Support Department ○ Costs Using the Single-Rate and ○ Dual-Rate Methods ○ Budgeted Versus Actual Costs, and the Choice of Allocation Base ○ Allocating Costs of Multiple ○ Support Departments ○ Allocating Common Costs ○ Bundled Products and Revenue ○ Allocation Methods 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
5	Job Costing <ul style="list-style-type: none"> ○ Job Costing: Evaluation and Implementation ○ Normal Costing ○ A Normal Job-Costing System in ○ Manufacturing ○ Budgeted Indirect Costs and ○ End-of-Accounting-Year ○ Adjustments ○ Over/under allocation of overheads 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO5, CLO6
6	Process costing <ul style="list-style-type: none"> ○ Process Costing with Zero ○ Beginning and Some Ending ○ Work-in-Process Inventory ○ Process Costing with Some ○ Beginning and Some Ending ○ Work-in-Process Inventory ○ Transferred-In Costs in Process ○ Costing 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO5, CLO6

7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	Managerial Accounting and Cost Concepts <ul style="list-style-type: none"> ○ Costs classifications for assigning costs to cost objects ○ Cost classifications for manufacturing companies ○ Cost classifications for preparing financial statements ○ Cost classifications for predicting cost behavior ○ The analysis of Mixed Costs ○ Cost classifications for decision making ○ Traditional and contribution format income statements 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5
9	Activity-Based Costing: A Tool to Aid Decision Making <ul style="list-style-type: none"> ○ Broad Averaging and Its Consequences ○ Simple Costing System ○ Refining a Costing System ○ Activity-Based Costing Systems ○ Implementing Activity-Based Costing ○ Using ABC Systems for Improving Cost Management and Profitability ○ Designing an activity-based costing system ○ The mechanics of activity-based costing -Comparison of traditional and ABC costs 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5
10	Standard costing and variance analysis <ul style="list-style-type: none"> ○ Standard Costs—Management by Exception ○ A General Model for Variance Analysis ○ Using Standard Costs—Direct Materials Variances ○ Using Standard Costs—Direct Labor Variances ○ Using Standard Costs—Variable Manufacturing Overhead 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO6

	<ul style="list-style-type: none"> ○ Variance Analysis and ○ Management by Exception ○ Evaluation of Controls Based on ○ Standard Costs ○ Operating Performance ○ Measures 			
11	Cost allocation: joint products and by-products 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
12	Pricing decisions and cost management <ul style="list-style-type: none"> ○ Decentralization in Organizations ○ Responsibility Accounting ○ Decentralization and Segment Reporting ○ Hindrances to Proper Cost Assignment ○ Evaluating Investment Center Performance—Return on Investment. ○ Residual Income ○ Balanced Scorecard 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6
13	Flexible Budget and Performance Analysis <ul style="list-style-type: none"> ○ Flexible budgets ○ Flexible budget variances ○ Flexible budget with multiple cost drivers ○ Some common error ○ Transfer pricing 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
14	Performance Measurement in Decentralized Organizations <ul style="list-style-type: none"> ○ Decentralization in organizations ○ Responsibility Accounting ○ Evaluating investment center performance-return on investment ○ Residual income ○ Operating performance measures ○ Balanced Scorecard 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5, CLO6

ACT751 Advanced Financial Accounting

A. Course General Information:

Course Code:	ACT751
Course Title:	Advanced Financial Accounting
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Mandatory elective course for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	None

B. Course Catalog Description:

The course will build on knowledge obtained in the core Accounting module of ACT701 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 EMBA program with a concentration in Accounting. It builds on the knowledge and skills developed in the prerequisite course – ACT701: Accounting for Managers. EMBA 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. Explain the critical accounting concepts and mechanics related to financial statements.

3. Introduce learners with specific accounting standards for specialist sectors and their applications to financial reporting.
4. Explain the 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
CLO1	Recognize and critically evaluate how theory underpins accounting regulations.
CLO2	Critically evaluate fair value as an alternative to the traditional historic cost model.
CLO3	Identify the challenges associated with the practices of specific accounting standards in specialist sectors.
CLO4	Recognize the context within which financial reporting operates.
CLO5	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
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"> ● Investor Accounting and Reporting <ul style="list-style-type: none"> ○ Accounting for Stock Investments ○ Equity Method—a One-Line Consolidation 	Lecture, Discussions, and problem solving	Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> Investment in a Step-by-Step Acquisition Sale of an Equity Interest Stock Purchases Directly from the Investee Investee Corporation with Preferred Stock Extraordinary Items and other Considerations Disclosures for Equity Investees 			
2	<ul style="list-style-type: none"> Consolidated Financial Statements <ul style="list-style-type: none"> Business Combinations Consummated through Stock Acquisitions Consolidated Balance Sheet at Date of Acquisition Consolidated Balance Sheets after Acquisition 	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> Consolidated Financial Statements (continue) <ul style="list-style-type: none"> Assigning Excess to Identifiable Net Assets and Goodwill Consolidated Income Statement Push-Down Accounting Preparing a Consolidated Balance Sheet 	Lecture, Discussions and problem solving	Quiz, Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> Consolidation Techniques and Procedures <ul style="list-style-type: none"> Consolidation under the Equity Method Locating Errors Excess Assigned to Identifiable Net Assets Consolidated Statement of Cash Flows Preparing a Consolidation Worksheet 	Lecture, Discussions and problem solving	Assignment, Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> Revenue Recognition <ul style="list-style-type: none"> Overview of Revenue Recognition Guidelines for Revenue Recognition Departures from the Sale Basis Revenue Recognition at Point of Sale (Delivery) Sales with Discounts 	Lecture, Discussions and problem solving	Quiz, Midterm Exam, Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> ○ Sales with Right of Return ○ Sales with Buybacks 			
6	<ul style="list-style-type: none"> ● Revenue Recognition before Delivery <ul style="list-style-type: none"> ○ Percentage-of-Completion Method ○ Completed-Contract Method ○ Long-Term Contract Losses ○ Disclosures in Financial Statements ○ Completion-of-Production Basis 	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2, CLO3
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Revenue Recognition after Delivery <ul style="list-style-type: none"> ○ Installment-Sales Method ○ Cost-Recovery Method ○ Deposit Method 	Lecture, Discussions and problem solving	Assignment, Final Exam	CLO2, CLO3
9	<ul style="list-style-type: none"> ● Corporate Joint Ventures <ul style="list-style-type: none"> ○ Nature of Joint Ventures ○ Organizational Structures of Joint Ventures ○ Accounting for Corporate Joint Ventures 	Lecture, Discussions and problem solving	Quiz, Assignment, Final Exam	CLO3
10	<ul style="list-style-type: none"> ● Intangible Assets <ul style="list-style-type: none"> ○ Characteristics of intangible assets. ○ Costs include in the initial valuation of intangible assets. ○ Procedure for amortizing intangible assets. ○ Types of intangible assets. ○ Accounting issues for recording goodwill. 	Lecture, Discussions and problem solving	Assignment, Final Exam	CLO3
11	<ul style="list-style-type: none"> ● Intangible Assets (continue) <ul style="list-style-type: none"> ○ Accounting issues related to intangible asset impairments. ○ Accounting for research and development and similar costs. ○ Presentation of intangible assets and related items. 	Lecture, Discussions and problem solving	Quiz, Assignment, Final Exam	CLO3
12	<ul style="list-style-type: none"> ● Accounting for State and Local Governmental Units—Governmental Funds <ul style="list-style-type: none"> ○ Recent Changes to Governmental Fund Accounting ○ The General Fund ○ Accounting for the General Fund 	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO4

	<ul style="list-style-type: none"> ○ Permanent Funds ○ Capital Projects Funds 			
13	<ul style="list-style-type: none"> ● Accounting for State and Local Governmental Units—Governmental Funds (continue) <ul style="list-style-type: none"> ○ Special Assessment Activities ○ Debt Service Funds ○ Accounting for the Debt Service Fund ○ Governmental Fund Financial Statements ○ Preparing the Government-wide Financial Statements 	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO4
14	<ul style="list-style-type: none"> ● Corporate Liquidations and Reorganizations <ul style="list-style-type: none"> ○ Bankruptcy Reform Act of 1978 ○ Liquidation ○ Illustration of a Liquidation Case ○ Reorganization ○ Financial Reporting During Reorganization ○ Illustration of Reorganization Case 	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO4

ACT752 Accounting for Performance Management

A. Course General Information:

Course Code:	ACT752
Course Title:	Accounting for Performance Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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 decisions 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 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. Explain 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
CLO1	Apply strategic planning and control tools to plan and monitor the performance of the organizations.
CLO2	Evaluate the impact of risk and uncertainty on the performance of the organizations.
CLO3	Recognize and assess the key features of designing an effective performance management system.
CLO4	Utilize appropriate strategic performance measurement techniques to evaluate and improve organizational performance.

CLO5	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
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"> • Understanding performance contexts of strategic management accounting and performance measurement, <ul style="list-style-type: none"> ○ The performance management framework ○ Strategy and strategic positioning ○ Management accounting ○ Cost terms and concepts ○ Strategic performance measures ○ Strategic cost management and value creation 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

2	<ul style="list-style-type: none"> ● Making sense of the nature of management control in strategic management accounting. <ul style="list-style-type: none"> ○ Management control systems ○ The nature of management control systems ○ The controllability principle ○ Applying controllability principle 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
3	<ul style="list-style-type: none"> ● Environmental and ethical issues in performance measurement and control <ul style="list-style-type: none"> ○ Environmental cost management ○ Value creation and sustainable development ○ Ethical behavior 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
4	<ul style="list-style-type: none"> ● Understanding the impact of risk and uncertainty on performance management and control <ul style="list-style-type: none"> ○ Decision models ○ Probability and expected risks ○ Measurement of risks ○ Psychological and risks 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO5
5	<ul style="list-style-type: none"> ● Understanding the impact of risk and uncertainty on performance management and control <ul style="list-style-type: none"> ○ Standard costing and variance analysis ○ The budgeting processes ○ Expected value of perfect information 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO5
6	<ul style="list-style-type: none"> ● Topic 5 Performance measurement – Balanced Scorecard and monitoring <ul style="list-style-type: none"> ○ Financial perspective ○ Customer perspective ○ Internal business perspective ○ Learning and growth perspective 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			

8	<ul style="list-style-type: none"> ● Evaluating divisional performance and dealing with transfer pricing <ul style="list-style-type: none"> ○ Measures for divisional performance ○ Transfer pricing in divisionalized companies 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
9	<ul style="list-style-type: none"> ● Assessing performance in 'not for profit' sector. <ul style="list-style-type: none"> ○ The not-for-profit sector ○ Reporting and performance obligations ○ Benchmark and performance measures <ul style="list-style-type: none"> ▪ Financial performance measures ▪ Nonfinancial performance measures 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
10	<ul style="list-style-type: none"> ● Managing costs for value and sustainability <ul style="list-style-type: none"> ○ Value analysis ○ Process improvements ○ Value chain cost management 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1
11	<ul style="list-style-type: none"> ● Performance measurement and managing quality in management information <ul style="list-style-type: none"> ○ Quality – characteristics, Perception and definition ○ Classification of cost of quality 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
12	<ul style="list-style-type: none"> ● Performance measurement and managing quality in management information <ul style="list-style-type: none"> ○ Measures of quality ○ Quality management tools ○ Perfect and imperfect information 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
13	<ul style="list-style-type: none"> ● Performance measurement <ul style="list-style-type: none"> ○ Balance Scorecard and monitoring 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3

14	<ul style="list-style-type: none"> ● Managing corporate failures <ul style="list-style-type: none"> ○ Risk reduction and diversification 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5
----	--	--	------------------------------------	------

ACT753 Accounting Information Systems

A. Course General Information:

Course Code:	ACT753
Course Title:	Accounting Information Systems
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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. Provide knowledge of selecting and formulating AIS systems for the businesses in the contemporary contexts.
3. Enhance knowledge of learners on internal controls, fraud, and cybercrime with a specific focus on information system controls in a business.
4. Help learners develop 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
CLO1	Explain and critically analyze fundamental concepts of AIS, business processes, and the applications of AIS in contemporary businesses.
CLO2	Prepare information system documentation by applying the techniques of AIS.
CLO3	Apply the tools of AIS to record and process business transactions.
CLO4	Identify and select a suitable strategy for designing an AIS system for a business.
CLO5	Evaluate internal controls, fraud, cybercrime, and information systems control in a business.
CLO6	Use the accounting-based software.

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	Accounting Information Systems: An Overview <ul style="list-style-type: none"> Information Needs and Business Processes how an AIS can add value to an organization an AIS can use artificial intelligence and data analytics to improve decision making the AIS and blockchain cloud computing, virtualization, and the internet of things the AIS and corporate strategy the role of the AIS in the value chain 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	Overview of Transaction Processing and Enterprise Resource Planning (ERP) Systems <ul style="list-style-type: none"> Transaction processing: the data The data processing cycle Transaction processing: blockchain Enterprise resource planning (ERP) systems Systems Documentation Techniques <ul style="list-style-type: none"> Business process diagrams Flowcharts Data flow diagrams 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

3	Data Analysis: Relational Databases <ul style="list-style-type: none"> ○ Databases and files ○ Database systems ○ Relational databases Data Analysis: Introduction to Data Analytics in Accounting <ul style="list-style-type: none"> ○ Ask the right questions ○ Extract, transform, and load relevant data ○ Apply appropriate data analytic techniques ○ Interpret and share the results with stakeholders ○ Additional data analytics considerations 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	Data Analysis: Transforming Data <ul style="list-style-type: none"> ○ Data structuring ○ Data standardization ○ Data cleaning ○ Data validation ○ Data Analysis and Presentation 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
5	Control of Accounting Information Systems: Fraud and Errors <ul style="list-style-type: none"> ○ AIS threats ○ Misappropriation of assets ○ Fraudulent financial reporting ○ The auditor's responsibility to detect fraud ○ The fraud triangle ○ Computer fraud ○ Preventing and detecting fraud and abuse 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4

6	Control and Accounting Information Systems <ul style="list-style-type: none"> ○ Why threats to accounting information Systems are increasing ○ Overview of control concepts ○ Control frameworks ○ The control environment ○ Risk assessment and risk response ○ Control activities ○ Communicate information and monitor control processes 	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	Confidentiality and Privacy Controls <ul style="list-style-type: none"> ○ Protecting confidentiality and privacy ○ Privacy regulations and generally accepted privacy principles ○ Encryption 	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4
9	The Revenue Cycle: Sales to Cash Collections <ul style="list-style-type: none"> ○ Revenue cycle information system ○ Sales order entry ○ Shipping, Billing ○ Cash collections 	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
10	The Expenditure Cycle: Purchasing to Cash Disbursements <ul style="list-style-type: none"> ○ Expenditure cycle information system ○ Ordering materials, supplies, and services Receiving ○ Approving supplier invoices cash disbursements 	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3

11	Database Design Using the REA Data Model <ul style="list-style-type: none"> ○ Database design process ○ Entity-relationship diagrams ○ The REA data model ○ Developing a REA diagram ○ What a REA diagram reveals about an organization 	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO3, CLO4
12	Financial Reporting and Management Reporting Systems <ul style="list-style-type: none"> ○ The general ledger system ○ The financial reporting system ○ Reengineering financial reporting ○ Controlling the FRS ○ The management reporting system ○ Factors that influence the MRS 	Lecture, Discussions, Group work	Assignment, Term paper	CLO2, CLO3, CLO4
13	Introduction to Systems Development and Systems Analysis <ul style="list-style-type: none"> ○ Systems development ○ Planning systems development ○ Feasibility analysis ○ Behavioral aspects of change ○ Systems analysis 	Lecture, Discussions, Group work	Assignment, Term paper, Final Exam	CLO4, CLO5, CLO6
14	AIS Development Strategies <ul style="list-style-type: none"> ○ Accounting software ○ Development by in-house information systems departments ○ Outsourcing the system ○ Methods for improving systems development 	Lecture, Discussions, Group work	Assignment, Term paper, Final Exam	CLO4, CLO5, CLO6

ACT754 Taxation

A. Course General Information:

Course Code:	ACT754
Course Title:	Taxation
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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. Explain 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. Illustrate the rules and guidelines required to calculate accurate tax liabilities for both individuals and business entities
5. Explain 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
CLO1	Explain the operation and administration of Bangladesh tax system
CLO2	Compute and explain the tax liabilities of individuals and unincorporated businesses in compliance to relevant tax laws
CLO3	Fill up the Income Tax Return Form and complete tax payment procedure without the assistance of any income tax practitioner
CLO4	Compute and explain the tax liabilities of corporations in compliance to relevant tax laws
CLO5	Apply the tax principles learned to real business settings with the goal of maximizing corporation's value
CLO6	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
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"> ● Introduction to Tax <ul style="list-style-type: none"> ○ Budgetary system of the Government ○ Finance Act ○ Define Public Finance and Importance of public finance ○ Public revenue and major sources of public revenue ○ Public Finance Vs Private Finance ○ Definition of Tax ○ Characteristics and Objectives of Tax ○ Canons of Taxation ○ Characteristics of a good tax system ○ Role of Tax in the economic development ○ Classification of Taxes and their merits and demerits 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,
2	<ul style="list-style-type: none"> ● Value Added tax and Supplementary Duty Act 2012 <ul style="list-style-type: none"> ○ Introduction to Value Added tax and Supplementary Duty Act 2012 ○ Understanding the concept of value addition and related accounting records. ○ Discussion on important definitions ○ Understanding turnover tax 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Value Added tax and Supplementary Duty Act 2012 <ul style="list-style-type: none"> ○ Discussion on the basic VAT Books and Records ○ Input-output co-efficient form - Mushok-4.3 - Registered persons are required to file Input-Output 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO5

	<p>Coefficient Declaration in Mushok Form 4.3.</p> <ul style="list-style-type: none"> ○ Purchase Register - Mushok-6.1 ○ Sales Register - Mushok-6.2 ○ VAT Challan– Mushok 6.3 ○ VDS Certificate – Mushok-6.6 ○ Credit Note – Mushok-6.7 ○ Debit Note – Mushok-6.8 ○ VAT Return– Mushok 9.1 			
4	<ul style="list-style-type: none"> ● Value Added tax and Supplementary Duty Act 2012 <ul style="list-style-type: none"> ○ Discussion on: ○ the VAT rates ○ Input credit mechanism ○ VAT Deduction at sources (VDS) ○ Discussion on real life cases on different aspects of the law 	<p>Lecture, Discussions, Problem-solving, In-class group discussion</p>	<p>Assignment, Quiz, Midterm Exam, Final Exam</p>	<p>CLO4, CLO5</p>
5	<ul style="list-style-type: none"> ● Bangladesh Income Tax <ul style="list-style-type: none"> ○ Define Income Tax ○ Characteristics of Income Tax ○ Role of Income Tax in the Economic Development of Bangladesh ○ Bangladesh Income Tax laws 	<p>Lecture, Discussions, Problem-solving, In-class group discussion</p>	<p>Assignment, Quiz, Midterm Exam, Final Exam</p>	<p>CLO4, CLO5</p>
6	<ul style="list-style-type: none"> ● Basics of Income Tax <ul style="list-style-type: none"> ○ Important definitions ○ Meaning of Income Year and Assessment year ○ Identification of income year and assessment year ○ meaning of assessee and its classification ○ residential status of an assessed person and its impact ○ rules regarding determining residential status ○ effects of residential status in assessment of income ○ charge of income tax with applicable rates 	<p>Lecture, Discussions, Problem-solving, In-class group discussion</p>	<p>Assignment, Quiz, Midterm Exam, Final Exam</p>	<p>CLO4, CLO5</p>
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			

8	<ul style="list-style-type: none"> ● Income and Its Classification <ul style="list-style-type: none"> ○ Understanding the heads of income as per law ○ Income from Salary ○ Important definitions ○ Tax exempted income under salary ○ Non-Assessable income under salary ○ Tax deducted at source from Salary ○ computation of income from salary 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> ● Income from House Property <ul style="list-style-type: none"> ○ Concept of Income from House Property ○ Conditions to be satisfied to consider income from house property ○ Critical evaluation of important terminologies relating to the income from house property ○ The concept of annual value ○ Rental status of a property ○ Admissible expenses against income from house property ○ Tax Deducted at source from house property 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> ● Income from Business or Profession <ul style="list-style-type: none"> ○ Concept of income from business or profession ○ allowable deductions under this head ○ inadmissible expenses under this head ○ method of accounting ○ depreciation allowance ○ balancing allowance, balancing charge and capital gain 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4

11	<ul style="list-style-type: none"> ● Capital Gain <ul style="list-style-type: none"> ○ Concept of capital gain, capital assets., fair market value and transfer ○ Chargeability under the head capital gain ○ applicable tax rate on capital gain ○ tax exempted capital gain ○ carry forward of losses under the head capital gain 	<p>Lecture, Discussions, Problem-solving,</p> <p>In-class group discussion</p>	Assignment, Quiz, Final Exam	CLO5, CLO6
12	<ul style="list-style-type: none"> ● Income from Other Sources <ul style="list-style-type: none"> ○ Scope of income under other sources ○ unexplained investment deemed to be income ○ income not classified under other heads ○ allowable deduction under this head ○ inadmissible deductions ○ concept of deemed income, grossing up and tax exemption under the head ○ Taxation of Partnership Business, ○ Taxation of Corporation, ○ Anti-Avoidance of Tax, 	<p>Lecture, Discussions, Problem-solving,</p> <p>In-class group discussion</p>	Assignment, Quiz, Final Exam	CLO5, CLO6
13	<ul style="list-style-type: none"> ● Assessment of Individuals <ul style="list-style-type: none"> ○ Scope and sources of total income of an individual assessee ○ how to compute total income and tax liability ○ non- assessable income for an individual assessee ○ tax credit/investment allowances ○ incomes of which tax is deducted at source ○ income where grossing up is required 	<p>Lecture, Discussions, Problem-solving,</p> <p>In-class group discussion</p>	Assignment, Quiz, Final Exam	CLO4, CLO5
14	<ul style="list-style-type: none"> ● Some other important topics <ul style="list-style-type: none"> ○ Tax deduction at sources ○ Advance income tax ○ Appeals ○ Penalties ○ Tax accounting 	<p>Lecture, Discussions, Problem-solving,</p> <p>In-class group discussion</p>	Assignment, Quiz, Final Exam	CLO5, CLO6

ACT755 Auditing

A. Course General Information:

Course Code:	ACT755
Course Title:	Auditing
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective course for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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 EMBA program with a concentration in Accounting. It builds on the knowledge and skills developed in the prerequisite course –ACT701: Accounting for Managers. EMBA 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.

D. Course Objectives (COs):

The major objectives of the course are to:

1. Explain to learners the fundamental audit concepts and processes.

2. Help learners develop critical thinking and problem-solving skills that will enable the students 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 learners to pursue a career in auditing.
5. Equip the learners 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
CLO1	Elucidate and apply basic audit procedures and techniques required in specific audit settings.
CLO2	Describe the professional, ethical, and regulatory framework within which audit and other assurance services are conducted.
CLO3	Appreciate the role of audit and other assurance services play in society and the economy.
CLO4	Demonstrate competency in identifying and assessing business risk, inherent risk and control risk.
CLO5	Show understanding and interpret different types of audit reports.
CLO6	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	An Overview of Auditing: <ul style="list-style-type: none"> ○ Nature of Auditing, ○ Distinction between Auditing and Accounting, ○ Types of Audits and Auditors ○ Economics of Auditing ○ Scope and objectives of audit, ○ Generally Accepted Auditing Standards ○ Quality control, Elements of quality control. 	Lecture, In-class group discussion	Midterm Exam, Final Exam	CLO1
2	Professional Ethics: <ul style="list-style-type: none"> ○ Need for Ethics, ○ Parts of the Code, ○ Independence, ○ Integrity and Objectivity ○ Competence and Technical Standards, ○ Responsibility to Clients-Confidentiality, Clients-Contingent Fees, and Colleagues. 	Lecture, Discussions, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2,

3	Legal liabilities: <ul style="list-style-type: none"> ○ Changed Legal Environment ○ Distinction between Business Failure ○ Audit Failure and Audit Risk ○ Legal Concept Affecting Liability ○ Definitions, Liability to Clients ○ Liability to Third Parties under Common Law, ○ Responsibilities for Confidentiality ○ The profession's response to legal liability ○ Protecting individual from legal liability. 	Lecture, Discussions, In-class group discussion	Midterm Exam, Final Exam	CLO1, CLO2
4	Audit Responsibility and Objectives: <ul style="list-style-type: none"> ○ Management responsibilities ○ Auditor's responsibilities ○ Assessing risk of fraud ○ Risk factor for financial reporting ○ Risk factor for misappropriation of assets ○ Auditor's responsibilities for discovering illegal acts ○ Transaction-Related audit objectives ○ Balance-Related audit objectives ○ General balance-related audit 	Lecture, Discussions, Problem-solving, In-class group discussion	Midterm Exam, Final Exam	CLO1, CLO3,
5	Audit Planning and Documentation: <ul style="list-style-type: none"> ○ Planning ○ Pre-plan the Audit ○ Obtain Background Information ○ Obtain Information about Client's Legal Obligations ○ Working papers ○ Purposes of working papers 	Lecture, Discussions, In-class group discussion	Assignment, Midterm and Final Exam	CLO2, CLO6
6	Audit Evidence: <ul style="list-style-type: none"> ○ Nature of evidence ○ Audit evidence decisions ○ Persuasiveness of evidence ○ Types of audit evidence ○ Cost of types of evidence 	Lecture, Discussions, In-class group discussion	Quiz, Midterm and Final Exam	CLO3, CLO6

	<ul style="list-style-type: none"> ○ Analytical procedure ○ Types of analytical procedures 			
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	Audit risk assessment (Materiality, Internal Control and Control Risk): <ul style="list-style-type: none"> ○ Materiality, ○ Primary judgment about materiality ○ Estimate error ○ Desired audit risk ○ Inherent risk ○ Control risk ○ Detection risk. ○ Client concerns ○ Auditor concerns 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Final Exam	CLO4, CLO5
9	Audit risk assessment (continue): <ul style="list-style-type: none"> ○ Control environment ○ Risk assessment ○ Control activities ○ Information and communication, ○ Monitoring ○ Procedures to obtain an understanding of internal control 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
10	Audit procedures at the substantive test stage: <ul style="list-style-type: none"> ○ testing financial statements assertions ○ audit sampling procedures ○ test of details of transactions ○ test of balances 	Lecture, Discussions, In-class group discussion	Quiz, Final Exam	CLO5, CLO6
11	Audit procedures at the completion stage: <ul style="list-style-type: none"> ○ Review of Contingent Liabilities ○ Review of subsequent events ○ Critical Review of Accounts Questionnaire ○ File Completion Questionnaire-Pre-Partner Review ○ Audit Standards Review Questionnaire ○ Accumulate Final Evidence ○ Evaluate Results 	Lecture, Discussions, Problem-solving, In-class group discussion	Group Assignment, Final Exam	CLO5, CLO6

12	Auditing in IT Enabled Environment: <ul style="list-style-type: none"> ○ Accounting Information Systems (AIS) in Computerized Environment ○ Impact of IT on Economics of Auditing ○ Concept of Security ○ Information System Management ○ Artificial intelligence, ○ Machine Learning, ○ Big data 	Lecture, Discussions, In-class group discussion	Assignment, Final Exam	CLO2, CLO6
13	Emerging Assurance and Related Non-Assurance Services: <ul style="list-style-type: none"> ○ Assurance ○ Engagement to review financial statements ○ Due diligence ○ Reporting on prospective information ○ Engagement to compile financial information 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO2
14	Emerging Assurance and Related Non-Assurance Services (continue): <ul style="list-style-type: none"> ○ Social responsibility auditing ○ Social and environmental audits ○ Auditing Standard for Islamic Financial Institutions 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Final Exam	CLO1, CLO2

ACT756 Corporate Governance and Professional Ethics

A. Course General Information:

Course Code:	ACT756
Course Title:	Corporate Governance and Professional Ethics
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program

Type:	Elective for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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. Disseminate the knowledge of ethical frameworks as applicable to various business contexts.
4. Explain 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
CLO1	Apply diagnostic skills in investigating and evaluating the effective governance mechanism.
CLO2	Explain and analyze the significance of corporate and professional responsibility and accountability in business contexts.

CLO3	Explore and assess responsibilities of governance and the key actors in governance in different complex business environments.
CLO4	Assess the key concepts and mechanisms to determine the compliance with corporate governance and ethical frameworks.
CLO5	Apply 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
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	<i>Governance defined</i> <ul style="list-style-type: none"> ○ The re-emergence of governance ○ Basic corporate structure ○ Accountability and the need for corporate governance ○ Theoretical frameworks ○ Agency theory ○ Transaction cost theory ○ Transaction cost theory versus agency theory ○ Stakeholder theory ○ Stakeholder versus agency theory 	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

2	<p><i>Internal governance mechanisms: corporate accountability</i></p> <ul style="list-style-type: none"> ○ The board of directors ○ Executive management ○ Internal control groups ○ Code of conduct ○ Implementation of internal governance measures ○ Best practice codes 	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
3	<p><i>External governance mechanisms: systemic accountability</i></p> <ul style="list-style-type: none"> ○ Regulatory oversight ○ Legal/bankruptcy regimes ○ Capital markets access ○ Corporate control activity ○ Mergers, acquisitions, and spin-offs ○ LBOs and MBOs ○ Antitakeover defenses ○ Block holder monitoring ○ Activist institutional investor monitoring ○ External audits ○ Credit rating agency review <p><i>Protecting internal and external stakeholders</i></p>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<p><i>Common failures in the governance process</i></p> <ul style="list-style-type: none"> ○ Flaws in governance ○ Detecting governance flaws ○ Failure of board directors and executive management ○ Ineffective boards ○ Breach of duties of care and loyalty ○ Entrenched management ○ Failure of corporate policies ○ Failure of internal controls 	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> ○ Lack of technically qualified, independent controls ○ Liberal accounting policies ○ Excessive risk-taking ○ Inadequate internal audits ○ Failure of external controls ○ Inadequate regulatory mechanisms ○ Insufficient legal/bankruptcy regimes ○ Lack of block holder/activist investor monitoring ○ Weak/underdeveloped capital markets ○ Misguided/insufficient corporate control activity ○ Unacceptable external audit practices 			
5	<i>The impact of governance problems on corporate operations</i> <i>Studies in flawed governance:</i> Case study 1: Enron, USA	Lecture, Discussions, Group work	Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
6	<i>Studies in flawed governance:</i> Case study 2: Arthur Andersen, USA Case study 3: WorldCom, USA	Lecture, Discussions, Group work	Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<i>Strengthening the governance process: micro reforms</i> <ul style="list-style-type: none"> ○ Strengthening the board of directors and executive management ○ Refocusing corporate policies ○ Enhancing internal controls 	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3
9	<i>Strengthening the governance process: macro reforms</i> <ul style="list-style-type: none"> ○ Promoting changes in regulatory oversight 	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3

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

	<ul style="list-style-type: none"> ○ Creating and reinforcing a proper ethical culture ○ Ethical norms <p>Ethical behavior and internal governance mechanisms</p>			
11	Global corporate governance <ul style="list-style-type: none"> ○ Categorizing corporate governance: the Cinderella problem ○ Insider-dominated systems ○ Outsider-dominated systems ○ Research into corporate governance systems worldwide ○ Moving toward convergence? ○ The outcome of corporate governance convergence 	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO4, CLO5
12	Corporate Social Responsibility <ul style="list-style-type: none"> ○ Some recent statistics on socially responsible investment ○ Socially responsible investment strategies ○ The financial performance of socially responsible investment funds ○ A growing demand for social, ethical and environmental disclosure ○ Socially responsible investment in an international context ○ The drivers of socially responsible investment ○ Pension fund trustees and socially responsible investment 	Lecture, Discussions	Assignment, Term paper, Final Exam	CLO4, CLO5
13	Financial Structure and Corporate Governance <ul style="list-style-type: none"> ○ Capital structure and financial risk ○ Does capital structure matter? ○ The agency costs of debt ○ Employees as residual claimants 	Lecture, Discussions, Group work	Assignment Term paper, Final Exam	CLO2, CLO3

14	The future of corporate governance and accountability <ul style="list-style-type: none"> ○ The future of institutional investor activism ○ A global convergence in corporate governance ○ A continuing broadening of the corporate governance agenda 	Lecture, Discussions	Final Exam	CLO3, CLO5
-----------	--	----------------------	------------	------------

ACT758 Financial Reporting Analytics

A. Course General Information:

Course Code:	ACT758
Course Title:	Financial Reporting Analytics
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Accounting
Prerequisites:	ACT701 Accounting for Managerial Planning and Control
Co-requisites:	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 understanding of how to, interpreting and communicate the financial analysis with different stakeholders in different business contexts.
3. Explain the sourcing of 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
CLO1	Obtain financial data and assess a firm's financial performance and position for the stakeholders.
CLO2	Apply different tools and mechanisms to conduct financial performance analysis and interpret them.
CLO3	Explain and assess the discretion available to managers in preparing and communicating financial reports.
CLO4	Incorporate financial analysis within corporate reporting practices to add values for the decision-makers.
CLO5	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	<ul style="list-style-type: none"> ● Purpose and use of Accounting Statements <ul style="list-style-type: none"> ○ The role of financial reporting in financial markets ○ From business activities to financial Statements 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3.
2	<ul style="list-style-type: none"> ● The Balance Sheet and Cash Flow Statements <ul style="list-style-type: none"> ○ Accounting systems and information quality ○ Financial statements and business analysis 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Strategy analysis ○ Overview of accounting analysis 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4
4	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Implementing Accounting Analysis 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Financial Analysis 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
6	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Prospective analysis: forecasting, valuation theory and concepts, and valuation implementation 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Business Analysis and Valuation Applications <ul style="list-style-type: none"> ○ Equity security analysis 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO7
9	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Credit analysis and Distress prediction 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3
10	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Mergers and Acquisitions 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5
11	<ul style="list-style-type: none"> ● Business Analysis and Valuation Tools <ul style="list-style-type: none"> ○ Communication and Governance 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO5
12	<ul style="list-style-type: none"> ● Issues in Valuation <ul style="list-style-type: none"> ○ Choice of Accounting method ○ Ownership and information 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5
13	<ul style="list-style-type: none"> ● Other Reporting Issues <ul style="list-style-type: none"> ○ Voluntary disclosure incentives 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3

14	<ul style="list-style-type: none"> ● Other Reporting Issues <ul style="list-style-type: none"> ○ Investor relations and communications with stakeholders – analysts, auditors, SEC, media, and regulators 	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3
----	---	---	---------------------------------	------------

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.

BUS702 Managerial Communications

A. Course General Information:

Course Code:	BUS702
Course Title:	Managerial Communications
Credit Hours:	3
Contact Hours/Week:	3
Category:	Foundation Course in the EMBA Program
Type:	Business 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:

SL.	CLO Description
CLO1	Recognize different communication options and their respective significances in the context of business and will be able to use those intelligently.
CLO2	Develop techniques that can help design effective writing skills essential for business.
CLO3	Craft sophisticated offline and online communication materials for business.
CLO4	Demonstrate effective presentation skills and utilize those skills in real life contexts.
CLO5	Identify negative messages effectively and write neutral and positive messages with high impacts
CLO6	Utilize digital tools for effective communications, writing proposals and business reports

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:

Weeks	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> • Introductions • Communicating in the Digital-Age Workplace <ul style="list-style-type: none"> o Mastering the Tools for Success in the Twenty-First-Century Workplace o Developing Listening Skills o Learning Nonverbal Communication Skills o Recognizing How Culture Affects Communication o Building Intercultural Workplace Skills 			
2	<ul style="list-style-type: none"> • Planning Business Messages <ul style="list-style-type: none"> o Understanding the Communication Process o Using the 3-x-3 Writing Process as a Guide o Analyzing and Anticipating the Audience o Using Expert Writing Techniques to Adapt to Your Audience o Developing Additional Expert Writing Techniques 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2

3	<ul style="list-style-type: none"> ● Organizing and Drafting Business Messages <ul style="list-style-type: none"> ○ Drafting Workplace Messages ○ Organizing Information to Show Relationships ○ Composing the First Draft with Effective Sentences ○ Developing Business Writing Techniques ○ Drafting Well-Organized, Effective Paragraphs 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> ● Revising Business Messages <ul style="list-style-type: none"> ○ Taking Time to Revise: Applying Phase 3 of the Writing Process ○ Making Your Message Clear ○ Enhancing Readability Through Document Design ○ Proofreading to Catch Errors ○ Evaluating the Effectiveness of Your Message 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO3
5	<ul style="list-style-type: none"> ● Short Workplace Messages and Digital Media <ul style="list-style-type: none"> ○ Preparing Digital-Age E-Mail Messages and Memos ○ Workplace Messaging and Texting ○ Making Podcasts and Wikis Work for Business ○ Blogging for Business ○ Web 2.0: Social Networking 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO3, CLO7
6	<ul style="list-style-type: none"> ● Positive Messages <ul style="list-style-type: none"> ○ Routine Messages: E-Mails, Memos, and Letters ○ Typical Request, Response, and Instruction Messages ○ Direct Claims and Complaints ○ Adjustment Messages ○ Goodwill Messages 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO6
7	<ul style="list-style-type: none"> ● Midterm Examination 			

	<ul style="list-style-type: none"> • Contd. <ul style="list-style-type: none"> o Communicating in the Digital-Age Workplace o Planning Business Messages o Organizing and Drafting Business Messages o Revising Business Messages o Short Workplace Messages and Digital Media o Positive Messages 		Midterm Exam	CLO1, CLO2, CLO3, CLO6, CLO7
8	<ul style="list-style-type: none"> • Negative Messages <ul style="list-style-type: none"> o Communicating Negative News Effectively o Analyzing Negative News Strategies o Composing Effective Negative Messages o Refusing Typical Requests and Claims o Managing Bad News Within Organizations 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO5
9	<ul style="list-style-type: none"> • Persuasive Messages <ul style="list-style-type: none"> o Understanding Persuasion in the Digital Age o Planning and Writing Persuasive Requests o Writing Effective Persuasive Claims and Complaints o Crafting Persuasive Messages in Digital-Age Organizations o Creating Effective Sales Messages in Print and Online 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO6

10	<ul style="list-style-type: none"> ● Proposals and Formal Reports <ul style="list-style-type: none"> ○ Preparing Business Proposals ○ Writing and Editing Formal Business Reports ○ Conducting Primary and Secondary Research ○ Documenting and Citing Sources in Business Reports ○ Incorporating Meaningful Visual Aids and Graphics ○ Understanding Report Components 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO8
11	<ul style="list-style-type: none"> ● Business Presentations <ul style="list-style-type: none"> ○ Preparing Effective Business Presentations ○ Organizing Content for Impact and Audience Rapport ○ Understanding Contemporary Visual Aids ○ Preparing Engaging Multimedia Presentations ○ Polishing Your Delivery and Following Up 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4
12	<ul style="list-style-type: none"> ● Professionalism, Meetings, Employment Communications <ul style="list-style-type: none"> ○ Business Etiquette ○ Job Search ○ CV and resume ○ Interviewing and following up 	Lecture, Discussions, In-class Problem Solving Exercises	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> ● Individual Presentation <ul style="list-style-type: none"> ○ Use formal dress code ○ Use audio-visual tools/MS Power Point 	Presentation of selected topic	Individual Presentation, Term paper	CLO1, CLO4
14	<ul style="list-style-type: none"> ● Group Presentation ● Review 		Final Exam	CLO6

BUS704 Economics for Managerial Decisions

A. Course General Information:

Course Code:	BUS704
Course Title:	Economics for Managerial Decisions
Credit Hours:	3
Contact Hours/Week:	3
Category:	Foundation course in the EMBA Program
Type:	Foundation course
Prerequisites:	MSC703 Applied Quantitative Analysis for Business
Co-requisites:	None

B. Course Catalogue Description:

This course demonstrates the applications of micro and macroeconomic principles to managerial decisions. The microeconomic study focuses on the economic foundations of business strategies whereas, macroeconomics focuses on the external economic environment including regulatory and international trends and issues. The students will learn how economic analysis can be applied to general management problems.

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
CLO1	apply the economic way of thinking
CLO2	recognize the environment under which businesses make decisions
CLO3	Identify the economic tools in decision-making
CLO4	evaluate how policies taken by the government influence businesses
CLO5	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
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	• Introduction to Economics <ul style="list-style-type: none"> Why study economics? What is the basic questions economics asks? Branches of economics: microeconomics and macroeconomics. How are they related to the course? Introduction to graphs and other quantitative tools used in the course Approach to the course 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
2	• Supply demand model and its limitations <ul style="list-style-type: none"> The supply demand model, price in resource allocation Alternatives to price in resource allocation: queueing, lotteries, coupons Examples in the context of Bangladesh 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
3	• Introducing basics of game theory <ul style="list-style-type: none"> What is game theory? 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO2, CLO5

	<ul style="list-style-type: none"> Why do businesses need to know game theory? Prisoner's dilemma: why it arises? How to escape from it 		Exam, Final Exam	
4	<ul style="list-style-type: none"> Elasticity of demand and auctions <ul style="list-style-type: none"> What is elasticity of demand? How does it influence decisions of households? How do such decisions influence decisions by businesses? What is an auction? How do auctions influence businesses in resource allocation? 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
5	<ul style="list-style-type: none"> Elasticity of demand and auctions <ul style="list-style-type: none"> Continuation and revisit The competitive model <ul style="list-style-type: none"> What is the competitive model (perfect competition)? How did it arise in economics? What does it try to show? Why the assumptions of perfect competition do not hold? What consequences does this have? Introducing monopolistic competition 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> Monopolistic competition <ul style="list-style-type: none"> Continuation and revisit Oligopoly <ul style="list-style-type: none"> What is oligopoly? Why is oligopoly different from other market forms? How does this influence decisions of firms? 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> Midterm Examination <ul style="list-style-type: none"> Topics covered prior to Mid-term week 			
8	<ul style="list-style-type: none"> Asymmetric information: Adverse selection <ul style="list-style-type: none"> What is asymmetric information? What is adverse selection and moral hazard? Applications of adverse selection in businesses 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> Asymmetric information: Moral hazard <ul style="list-style-type: none"> What is moral hazard? Applications of adverse selection in businesses 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5

10	<ul style="list-style-type: none"> • Public goods and externalities <ul style="list-style-type: none"> ○ What are public goods and externalities? ○ How does the presence of these influence household and business? ○ What responses are made from businesses and governments? 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> • National income accounting <ul style="list-style-type: none"> ○ What is the national income accounting? How is it calculated in Bangladesh? ○ What are the shortcomings of national income accounting in Bangladesh? • Unemployment <ul style="list-style-type: none"> ○ How are employment data calculated in Bangladesh? ○ How does this influence business decisions? 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> • Inflation <ul style="list-style-type: none"> ○ How is inflation calculated in Bangladesh? ○ What are the main impacts of inflation on household and business? • Foreign exchange markets <ul style="list-style-type: none"> ○ What are foreign exchange markets? How do they influence businesses in Bangladesh? • Monetary policy <ul style="list-style-type: none"> ○ How does Bangladesh formulate the monetary policy? ○ How does this affect businesses in Bangladesh? 	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> • Revisiting concepts before the final <ul style="list-style-type: none"> ○ Revisit and discussion before the final exam 	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> • Final Examination <ul style="list-style-type: none"> ○ Topics covered prior to final exam 			

BUS710 Management of Cross-cultural Environment & Innovation

A. Course General Information:

Course Code:	BUS710
Course Title:	Management of Cross-cultural Environment and Innovation
Credit Hours:	1.5
Contact Hours/Week:	1.5
Category:	Business Core Course
Type:	Mandatory in the EMBA Program
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

B. Course Catalog Description:

This course introduces students to issues in international business and exploration, identification, and analysis of environment facing firms in international arena; problems in planning, implementing, and controlling activities such as choosing foreign associates, selecting plant location, and dealing with labor, structure, legal constraints, and trade problems. Students are introduced to international finance, economics, and marketing, International organizations and regulatory bodies. Emphasis will be given on problems of adaptation to different sociological, cultural, legal, political, and economic environment.

C. Rationale of the Course:

This core-level business course is mandatory for all the learners of the EMBA program. This is because business graduates are expected to have sound understanding of international business. The course will provide the necessary knowledge of globalization and international business and explain how they affect each other. It will also help to understand why companies engaged in international business and why its growth has accelerated. The course is designed to help learners develop knowledge, skills and abilities to analyze how a company can accomplish its global objectives.

D. Course Objectives (COs):

The major objectives of this course are to:

1. To know globalization and international business and to explain how they affect each other;
2. To understand the cultural, political, legal and economic environments of the foreign countries;
3. To realize different theories and institutions of international trade and investment for achieving economic objectives;
4. To identify the major characteristics of the global financial market;
5. To understand the role of IMF and the exchange rate arrangements;

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Students will be able to understand why companies engage in International Business and why its growth has accelerated. They will be able to understand different ways a company can accomplish its global objectives.
CLO2	The discussion will help the students to grasp the major causes of cultural differences and change. Importance of recognizing the complexities of cross-cultural information differences will also be achieved. It will also help them to understand the political ideologies and their implications to MNE's choices.
CLO3	After this course, one should be able to identify the characteristics of different economic systems, profile economic development and realize potential benefits and drawbacks of economic growth.
CLO4	Students will be able to comprehend the rationality of different international trade theories and how these theories improve global efficiency. It will also provide them the understanding of the importance of factor mobility and the relationship between foreign trade and international factor mobility.
CLO5	Knowledge regarding the fundamentals of foreign exchange market will be attained. Students will understand the major characteristics of the foreign exchange market. They will also know how government control the flow of currencies across national borders.
CLO6	Finally, the students will be benefitted from the discussion of IMF and its role in determining exchange rates. It will also help them to understand the major determinants of exchange rates and how exchange rate movements influence business decisions.

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 / Session	Topics	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
Class-1	International Business: Globalization and International Business; Importance of	Lecture, Discussions	Assignment, Quiz, Midterm	CLO1, CLO2

	International Business, Modes of Operations in International Business		Exam, Final Exam	
Class-2	Comparative Environmental Frameworks: The Cultural Environments Facing Business, Cultural Awareness	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
Class-3	Comparative Environmental Frameworks: How Culture Form and Change, Cultural Issues and Practices Affecting Business, Dealing with Cultural Differences	Lecture Case Analysis	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
Class-4	Comparative Environmental Frameworks: Political and Legal Issues in International Business	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
Class-5	Comparative Environmental Frameworks: Elements of the Economic Environment, Integrating Economic Analysis	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
Class-6	Comparative Environmental Frameworks: Elements of the Economic Environment, Integrating Economic Analysis	Lecture Case Analysis	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
Class-7	Mid-term Examination		Midterm Exam	
Class-8	International Trade and Factor-Mobility Theory: Interventionist Theories, Free Trade Theories, Trade Pattern Theories	Lecture	Assignment, Quiz, Final Exam	CLO1, CLO4
Class-9	International Trade and Factor-Mobility Theory: The Static and Dynamics of Trade, Factor, Factor-Mobility Theory, Relationship Between Trade and Factor Mobility	Lecture Case Analysis	Assignment, Quiz, Final Exam	CLO1, CLO4
Class-10	Cross-National Cooperation and Agreements: WTO, Regional Economic Integration	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO6
Class-11	Global Financial Environment: Global Foreign Exchange Market;	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO5

	Functions of Foreign Market and Participants,			
Class-12	The Determination of Exchange Rates: International Monetary Fund (IMF), Exchange Rate Arrangements, Determining Exchange Rates, Business Implications of Exchange Rate Changes	Lecture Case Study	Assignment, Quiz, Final Exam	CLO1, CLO5
Class-13	Presentation of Term Paper			
Class-14	Final Examination		Final Exam	

BUS711 Business Ethics, Corporate Governance & Social Responsibility

A. Course General Information:

Course Code:	BUS711
Course Title:	Business Ethics, Corporate Governance and Social Responsibility
Credit Hours:	1.5
Contact Hours/Week:	1.5
Category:	Business Core Course
Type:	Mandatory in the EMBA Program
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

B. Course Catalog Description:

This course is concerned with collective action problems among dispersed investors and the reconciliation of conflicts of interest between various corporate stakeholders. It focuses on ethical issues and professional challenges encountered in business, including corporate social responsibility. The course discusses such issues as the role and responsibility of owners, the role and responsibility of boards, executive compensation, internal control and disclosure of governance arrangements. It also incorporates various corporate governance codes that public companies can or have to follow. The purpose of this course is to give an overview of theories, empirical evidence as well as regulations related to corporate governance, ethics and CSR.

C. Rationale of the Course:

An understanding of corporate governance is essential for an appreciation of the underlying forces in the world of business. The corporate failures have unleashed world-wide movement for reforms in corporate governance. As a result, there has been a spate of reforms in corporate governance and there are demands for more reforms. The education of business executives would be incomplete without an understanding of the promises and pitfalls of escalating corporate governance reforms. New reforms have multiplied the legal obligations of corporate executives. The business executives (particularly future CEOs, CFOs and Company Secretaries) must be sensitized about their legal responsibilities. The corporate governance problems will, therefore, be analyzed from social responsibility perspective.

D. Course Objectives (COs):

The major objectives of this course are to:

1. To give an overview of theories, empirical evidence as well as regulations related to corporate governance.
2. Discuss ethical issues and challenges encountered in business
3. Explain theories and issues related to corporate social responsibility (CSR)
4. Recognize organizational challenges to ethical behavior

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	To be fully conversant of legal responsibilities of governance in corporations including auditing as well as role and responsibility of owners and boards
CLO2	To be acquainted with international best practices in governance including international standards of corporate governance such as OECD Principles of Corporate Governance
CLO3	To prepare and examine proposals for changes in corporate governance
CLO4	To understand the relationship between corporate governance and financial world
CLO5	To undertake case studies of corporate scandals and increase awareness of ethical dimensions of business conduct

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	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"> • Introduction to Corporate Governance <ul style="list-style-type: none"> ○ Definition ○ Types ○ Determinants ○ Trends 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> • Threats to Corporations <ul style="list-style-type: none"> ○ Raids ○ Takeovers ○ Corporate scandals ○ Case studies 	Lecture, Notes, Discussions, Case studies	Midterm Exam, Final Exam, Group Report	CLO5
3	<ul style="list-style-type: none"> • Role of Executive Incentives <ul style="list-style-type: none"> ○ Trends in executive compensation ○ Types of executive compensation ○ Executive compensation as an agency problem 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> • Role of Auditing and Internal Controls <ul style="list-style-type: none"> ○ The goals and promises of Sarbanes Oxley Act • Mid-Term Examination 	Lecture, Notes, Discussions Exam	Midterm Exam, Final Exam, Class Assignment	CLO1, CLO3
5	<ul style="list-style-type: none"> • Role of Stakeholders <ul style="list-style-type: none"> ○ Investment banks ○ Creditors ○ Credit rating agencies ○ Credit risk assessment • Role of Regulators <ul style="list-style-type: none"> ○ Capital Market ○ SEC 	Lecture, Notes, Discussions	Final Exam	CLO3, CLO4
6	<ul style="list-style-type: none"> • Corporate Governance Reforms <ul style="list-style-type: none"> ○ Corporate Governance Codes ○ OECD Principles of corporate governance ○ Effectiveness of corporate governance reforms 	Lecture, Notes, Discussions	Final Exam, Class Assignment	CLO2, CLO3
7	<ul style="list-style-type: none"> • Ethics and CSR <ul style="list-style-type: none"> ○ Ethics and corporations ○ Corporate social responsibility (CSR) ○ Social business ○ Development driven business 	Lecture, Notes, Discussions	Final Exam	CLO5

ENT751 Business Development for New Enterprises

A. Course General Information:

Course Code:	ENT751
Course Title:	Business Development for New Enterprises
Credit Hours:	3
Contact Hours/Week:	3
Category	Mandatory elective course in the EMBA Program
Type	Mandatory for Concentration in Entrepreneurship
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	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 (CLOs):

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

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

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

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

5	<ul style="list-style-type: none"> ● Building the Product <ul style="list-style-type: none"> ○ Product development ○ Testing the product ○ The MVP ○ Deciding whether the product is market ready 	Case Studies: Fruit Ninja, Pathao, Bkash	Homework, Quiz, Midterm Exam, Final Exam	CLO2 CLO3
6	<ul style="list-style-type: none"> ● Launching the Product <ul style="list-style-type: none"> ○ Launching Marketing strategy ○ Brand or a product ○ Sales Channel selection ○ Communication channel selection ○ Channel partner Incentive ○ Early adaptors incentive ○ Feedback collection and PIVOT-Modify 	Classic Case: Apple Macintosh Contemporary: North End	Homework, Quiz, Midterm Exam, Final Exam	CLO3
7	<ul style="list-style-type: none"> ● Continuation of Previous Chapter ● Review ● Mid-Term Examination 			
8	<ul style="list-style-type: none"> ● Entry Modes in the Context of New Enterprise <ul style="list-style-type: none"> ○ Exporting. ○ Licensing ○ Franchising. ... ○ Joint Ventures. ... ○ Strategic Acquisitions. ... ○ Foreign Direct Investment. ● Domestic Market Entry and the World as One Market 	Lecture and Documentary and Case Studies	Homework, Quiz, Final Exam	CLO4
9	<ul style="list-style-type: none"> ● Sales in Consumer Market <ul style="list-style-type: none"> ○ In store brand presence ○ Out of Home Brand Presence ○ Retail Experience ○ Co retailing for new enterprise ○ OMNI Channel retailing for New Enterprising. 	Lecture	Homework, Quiz, Final Exam	CLO4 CLO5
10	<ul style="list-style-type: none"> ● Sales Strategy and in Business Market <ul style="list-style-type: none"> ○ Social Capital ○ Navigating the B2B Market ○ Principles of B2B Sales 	Lecture and Guided Discussion Industry Expert	Homework, Quiz, Final	CLO5

	<ul style="list-style-type: none"> ○ Approaching Sales and building partnership 		Exam	
11	<ul style="list-style-type: none"> ● Partnership as a Sustainable tool for Business Development <ul style="list-style-type: none"> ○ Social Business ○ The Development Sector/NGO/ Social Business Model ○ CASE: BRAC 	CASE: BRAC - Vision Springs	Homework, Quiz, Final Exam	CLO5
12	<ul style="list-style-type: none"> ● Sales Management and Distribution <ul style="list-style-type: none"> ○ Distribution Channel length ○ Channel partner conflict ○ Managing channel partner conflict ○ Collecting channel partner's local knowledge 	Lecture	Homework, Quiz, Final Exam	CLO5
13	<ul style="list-style-type: none"> ● Scalability and Replicability of the New Venture <ul style="list-style-type: none"> ○ The business development model ○ Scalability ○ Replicability ○ Sustainability ○ Local Cultural Integration and accommodation while scaling 	Case Study: Health Intervention for Urban Slum Dwellers	Homework, Quiz, Final Exam	CLO5 CLO3
14	<ul style="list-style-type: none"> ● Presentations <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

ENT753 Environment of Business, Innovation & Disruption

A. Course General Information:

Course Code:	ENT753
Course Title:	Environment of Business, Innovation and Disruption
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Entrepreneurship
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	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 organization's 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
CLO1	Discuss the latest global market mechanism that will help them to be future ready and do better in their job
CLO2	Apply the importance of aligning company resources, technology and capabilities with market opportunities and challenges
CLO3	Analyze the micro and macro-economic business environment to develop strategies in complex business environment
CLO4	Recognize innovative decisions companies are taking by their entrepreneurship zeal
CLO5	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
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"> ● Introductions ● Business organizations: External environment <ul style="list-style-type: none"> ○ Macro environmental elements and their analysis ○ PESTEL analysis ○ Cultural adaptation and grabbing new opportunities, Geert Hofstede's cultural index analysis ○ Other theories and case study 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1, 03, 05
2	<ul style="list-style-type: none"> ● Business organizations: Internal environment <ul style="list-style-type: none"> ○ Micro environmental elements and their analysis ○ SWOT analysis, situation analysis and identifying the market opportunity ○ Understanding consumer mindset, demographic analysis, consumer data analytics, buyer behavior ○ Case studies 	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Company resources and capabilities <ul style="list-style-type: none"> ● Dealing with limited resources and achieving efficiency ● Adopting new resources and utilize them fully ● Capacity building and training for the staffs to stay ahead ● Case study 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO3
4	<ul style="list-style-type: none"> ● Differentiate or die <ul style="list-style-type: none"> ○ Dealing with competition and game plan to stay ahead ○ Process, product and service differentiation, branding, marketing management, marketing engineering 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-	CLO3, CLO4

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

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

ENT754 Small Business Management

A. Course General Information:

Course Code:	ENT754
Course Title:	Small Business Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Entrepreneurship
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

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:

SL.	CLO Description
CLO1	Describe the opportunities, rewards, business environment, entrepreneurial characteristics, and the sources for small business ideas
CLO2	Identify the various paths to small business entry and explain the importance of business planning
CLO3	Assess marketing issues for small businesses
CLO4	Evaluate financial issues and risk management for small businesses

CLO5	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):

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

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

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

ENT755 Social Entrepreneurship

A. Course General Information:

Course Code:	ENT755
Course Title:	Social Entrepreneurship
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Entrepreneurship
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	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:

SL.	CLO Description
CLO1	Discuss the concepts, theories and ideas of various social entrepreneurship models and its potential to be a social change agent.
CLO2	Evaluate the characteristics of a successful social enterprise and involve different key players in the change process for creating a sustainable organization.
CLO3	Identify various entrepreneurial skills to identify the potential opportunities and threats involved in the business environment.

CLO4	Assess critically how a social enterprise uses its strategies, opportunities and strengths and weaknesses and barriers to recognize its goal.
CLO5	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.

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"> Background, Characteristics and Contexts of Social Entrepreneurship <ul style="list-style-type: none"> Introduction The role of social entrepreneurship in societies, economies and politics Concepts and typologies of social entrepreneurship Social Enterprise 	Discussion, Lecture, Video	Quiz, Activity, Midterm Exam, Final Exam	CLO1, CLO2

2	<ul style="list-style-type: none"> ● Social Entrepreneurship, Definitions, Drivers, and Challenges <ul style="list-style-type: none"> ○ Social Entrepreneurship defined ○ What social entrepreneurship is not ○ Not a synonym for social business ○ Not a new form of corporate social entrepreneurship ○ The size and scope of the field of social entrepreneurship 	Discussion, Lecture, Video	Quiz, Activity, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Human Resource Management and their Volunteer Motivation <ul style="list-style-type: none"> ○ Personnel work in social enterprise ○ Motivation of volunteers ○ Volunteer to serve: The Altruism debate ○ Theories of Altruism ○ Motives of Altruism ○ Volunteer to meet the own need: The Egoism debate ○ Theories of Egoism ○ Motives of Egoism 	Lecture	Quiz, Midterm Exam and Final Exam	CLO1
4	<ul style="list-style-type: none"> ● Collaborations and Partnerships <ul style="list-style-type: none"> ○ Reasons for crafting collaborations ○ Different Collaboration Partners ○ Collaborating with the Private sector ○ Collaborating with the public sector ○ Designing a collaboration ○ Different dimensions of collaborative value chain integration 	Lecture	Quiz, Midterm Exam and Final Exam	CLO1

	<ul style="list-style-type: none"> ○ Potential risk and challenges 			
5	<ul style="list-style-type: none"> ● Business Models in Social Entrepreneurship ○ Opportunities for social entrepreneurs ○ Examples: how social entrepreneurs translate problems into opportunities ○ Distinct features of social entrepreneurship business models ○ Empowerment of beneficiaries ○ Co-creation ○ Price-Differentiation and Cross-Subsidization ○ Replication and Scaling Up 	Interactive Discussion and Group Work, Lecture	Assignment, Quiz, Midterm Exam Final Exam and Term Project	CLO3, CLO4
6	<ul style="list-style-type: none"> ● Selling Good: The big picture of marketing for social enterprise ○ Why is marketing important for social enterprise? ○ Peculiarities concerning marketing for social enterprise ○ Elaborating a marketing concept ○ The elements of marketing conception <ul style="list-style-type: none"> ▪ Market Analysis ▪ Marketing Goals ▪ Competitive Strategy ▪ Measures-Planning and Implementation ▪ Procurement-Fund raising ▪ Sales marketing to beneficiaries ▪ Controlling 	Interactive Discussion and Group Work, Lecture	Assignment, Quiz, Midterm Exam Final Exam and Term Project	CLO3, CLO4

7	<ul style="list-style-type: none"> ● Review ● Midterm 			
8	<ul style="list-style-type: none"> ● Financing Social Entrepreneurship <ul style="list-style-type: none"> ○ Financing instruments ○ Donations ○ Equity capital ○ Debt capital ○ Financial Institutions ○ Social investment Advisors ○ Social Investment Funds 	Lecture, Discussion, Case Study	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4
9	<ul style="list-style-type: none"> ● Performance Measurement and Social Entrepreneurship <ul style="list-style-type: none"> ○ Why is accountability in social entrepreneurship crucial? ○ Impact measurement ○ Measuring outputs and outcomes ○ Approaches to measuring social impact ○ Techniques involved ○ Issues in measuring the performance of social enterprises 	Lecture, Discussion, Case Study	Assignment, Quiz, Final Exam, and Term Project	CLO4, CLO5
10	<ul style="list-style-type: none"> ● Strategies for Scaling in Social Entrepreneurship <ul style="list-style-type: none"> ○ Theory in scaling ○ Prerequisites ○ Scaling strategies ○ Dissemination ○ Affiliation ○ Social Franchising ○ Branching 	Guest Lecturer to Explain the Funding Process	Assignment, Quiz, Final Exam, and Term Project	CLO3, CLO4, CLO5

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

	<ul style="list-style-type: none"> ○ Social Entrepreneurship as a second-best solution in terms of static impact ○ Dynamic impact and Social entrepreneurship 			
14	<ul style="list-style-type: none"> ● Social Ventures Plan Presentations ● Review 	Group Presentation by students	Group Work	CLO1, CLO5

ENT756 Entrepreneurial Finance

A. Course General Information:

Course Code:	ENT756
Course Title:	Entrepreneurial Finance
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA program
Type:	Elective for concentration in Entrepreneurship
Prerequisites:	FIN701 Managerial Finance and MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	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
CLO1	Evaluate different types of funding sources available for start-ups based on their cost of fund and the financial performances.
CLO2	Explain the financial attributes angel investors seek from a new venture.
CLO3	Illustrate risk management strategies to eliminate or minimize risk faced by new ventures at different stages of their life.
CLO4	Apply various financial forecasting and budgeting techniques in different start-up context
CLO5	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
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	Introductions <ul style="list-style-type: none"> ● Overview <ul style="list-style-type: none"> ○ Introduction to the course ○ Concept of Entrepreneurial finance ○ The entrepreneurial environment ○ External and internal environmental elements ○ Entrepreneurial process ○ Financing through venture life cycle 	Lecture, Notes, Discussion	Case	CLO1
2	Organizing and Financing new venture <ul style="list-style-type: none"> ○ Forms of business organization ○ Choosing the form of organization ○ Seed, start-up and first round financing sources ○ Financial bootstrapping ○ Business Angel funding 	Lecture, Notes, Discussions	Homework Quiz	CLO1
3	Measuring financial performance <ul style="list-style-type: none"> ○ Business asset, liabilities and equities ○ Financial Statements ○ Operating Break-even analysis ○ Ratio analysis ○ Conversion period ratios ○ Industry comparable ratio analysis 	Lecture, Notes, Discussions		CLO1

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

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

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

ENT757 Innovation Management and Entrepreneurial Marketing

A. Course General Information:

Course Code:	ENT757
Course Title:	Innovation Management and Entrepreneurial Marketing
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major and Minor in Entrepreneurship
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	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:

SL.	CLO Description
CLO1	Describe the steps in the business ideation process that help shape the entrepreneurial ecosystem.
CLO2	Explain the challenges of creating new business in the 21 st century and analyze the entrepreneurs' perspectives in an evolutionary manner.
CLO3	Demonstrate digital literacies by gathering viable information needed to overcome challenges encountered in the planning process for new product/service/
CLO4	Design and develop a feasible and functional marketing strategy for a start-up or a new product/service to ensure a firm establishment.

CLO5	Differentiate between local and global strategies undertaken by entrepreneurial marketers.
CLO6	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.

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	● Introductions <ul style="list-style-type: none"> ○ Evolution and scope of Entrepreneurial Marketing ○ Marketing definition ○ Entrepreneurship definition ○ Importance of Entrepreneurship and marketing interface ○ Entrepreneurial marketing concepts ○ Elements of the marketing mix 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	● Customer and competitor analysis <ul style="list-style-type: none"> ○ Porter's five forces ○ SWOT analysis ○ Understanding value creation for customers 	Lecture, Notes, Discussions	Homework, Quiz, Midterm	CLO1, CLO2

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

	<ul style="list-style-type: none"> ○ Product planning and development process ○ Types of new product/services ○ Product mix ○ branding ○ Packaging ○ Labelling ○ Benefits and costs of purchasing product/services 		Group Project	
9	<ul style="list-style-type: none"> ● Entrepreneurial pricing strategy <ul style="list-style-type: none"> ○ Fundamental aspects of pricing ○ Methods and factors affecting pricing ○ General pricing strategies 	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO5, CLO6
10	<ul style="list-style-type: none"> ● Entrepreneurial Distribution Strategy <ul style="list-style-type: none"> ○ Distribution channel essentials ○ Distribution channel Structures ○ Distribution channel Conflicts ○ Physical Distribution ○ Online selling and e-commerce ○ Franchising as a distribution option 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO6
11	<ul style="list-style-type: none"> ● Entrepreneurial Promotion Strategy <ul style="list-style-type: none"> ○ Elements of the promotion mix ○ Social media and digital technology ○ Types of entrepreneurial marketing campaign ○ Promotion budget 	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO7
12	<ul style="list-style-type: none"> ● International Entrepreneurial Marketing <ul style="list-style-type: none"> ○ Definition of international entrepreneurial marketing ○ international entrepreneurial marketing terminology ○ Aspects of international trade ○ An international entrepreneurial marketing program ○ Market entry modes ○ Communicating throughout the world 	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO5
13	<ul style="list-style-type: none"> ● The entrepreneurial marketing plans <ul style="list-style-type: none"> ○ Marketing plan versus business plan ○ Aspects of the marketing plan 	Lecture, Notes, Discussions, Guest Lecture	Final Exam	CLO4

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

Course Code and Title: ENT766 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.

FIN701 Managerial Finance

A. Course General Information:

Course Code:	FIN701
Course Title:	Managerial Finance
Credit Hours:	3
Contact Hours/Week:	3
Category:	Business core course in the EMBA Program
Type:	Mandatory core course
Prerequisites:	ACT701 Accounting for Managerial Planning and Control and MSC703 Applied Quantitative Analysis for Business
Co-requisites:	None

B. Course Catalog Description:

This course focuses on the basic concepts and tools and techniques of Financial Management. Special emphasis is given on integration of the concepts of Financial Management into a total systems approach to rewarding financial decision-making, in an ethical manner. Major topics include financial environment; time value of money; risk-return trade-off; financial analysis; valuation; basics of financial forecasting, capital budgeting, cost of capital and capital structure. This course is designed to cover all these essential elements of managerial knowledge and expertise.

C. Rationale of the Course:

This course is designed as a functional core course in the EMBA 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:

SL.	CLO Description
CLO1	Calculate and interpret activity, liquidity and Working Capital, solvency, profitability, and valuation ratios used in financial analysis.
CLO2	Apply the time value of money concepts to complex cash flow scenarios.
CLO3	Differentiate between money market and capital market instruments, their features and various types of capital market transactions

CLO4	Apply the capital asset pricing model to quantify the risk-return tradeoff.
CLO5	Determine the fundamental price for Bond, preferred stock and common stock.
CLO6	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.
CLO7	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
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	Financial Statements, Cash Flows and Taxes <ul style="list-style-type: none"> ○ Balance sheet ○ Income statement ○ Owners' equity statements ○ Income vs. Cash Flow 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Group Project	CLO1
2	Evaluating a firm's financial performance <ul style="list-style-type: none"> ○ Five major types of Ratio analysis and Interpretation ○ Computing common-size statements, cross sectional and trend analysis. 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Quiz, Midterm Exam, Group Project	CLO1

3	Continuation of Discussion on the Ratio Analysis from Week 2 + ● Financial Institutions and Markets ○ Classification of Assets ○ Types of Financial Market ○ Various types of capital market transactions	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Quiz, Midterm Exam, Group Project	CLO1, CLO3
4	● Risk and Return ○ Concepts of risk-return trade-off, their relationships and types, ○ Capital Asset Pricing Model (CAPM) ○ Stand-Alone and Portfolio Return and Risk, Diversification. ○ Concepts and calculation of portfolio beta.	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO4
5	● Time Value of Money ○ Concepts of annual and non-annual compounding and discounting ○ Computing present and future value, perpetuity, annuity, lump sum and uneven cash flows	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO2
6	○ Effective Annual Rate (EAR) ○ Loan Amortization including spreadsheet application. ○ Review Session	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Midterm Exam, Final Exam.	CLO2, CLO3, CLO4
7	MID TERM EXAMINATION			
8	● Bonds and Their Valuation ○ Different features and types of bonds ○ Valuation of bonds ○ Yield to Maturity and its relationship with the bond's price ○ Yield to Call and Current Yield	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5

	<ul style="list-style-type: none"> ○ Buy, Sell and hold decision of bonds. 			
9	<ul style="list-style-type: none"> ● Stock Valuation <ul style="list-style-type: none"> ○ Different types of stocks (preferred and common shares) ○ Stock market transactions ○ Stock Valuation Methods: Constant Dividend Growth Model and P/E Multiple approach and Preferred Stock Valuation Technique. 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5
10	Continuation of Discussion on the Stock Valuation + <ul style="list-style-type: none"> ● Cost of Capital <ul style="list-style-type: none"> ○ Understanding the concepts of cost of capital ○ Detail calculation of cost of different debt and equity capital components including Flotation Costs ○ Weighted Average Cost of Capital (WACC) ○ Impact of cost of capital on investments. 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Quiz, Final Exam.	CLO5, CLO7
11	Continuation of Discussion on the Cost of Capital from Week 10	In-class Problem Solving Exercises	Quiz, Final Exam.	CLO7
12	<ul style="list-style-type: none"> ● Capital Budgeting <ul style="list-style-type: none"> ○ Project classifications ○ Payback Period ○ Discounted Payback Period ○ Net Present Value (NPV) 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam	CLO6
13	<ul style="list-style-type: none"> ● Continuation of Capital Budgeting Techniques <ul style="list-style-type: none"> ○ Net Present Value (NPV) ○ Profitability Index (PI) ○ Internal Rate of Return (IRR) ○ Relationship of WACC with the Capital Budgeting 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam	CLO6
14	<ul style="list-style-type: none"> ● Basics of Working Capital Management 	Lecture, Notes, Discussions, In-	Final Exam	CLO1

	<ul style="list-style-type: none"> ○ Measuring Working Capital ○ The cash conversion cycle ○ Different Strategies to finance Working Capital + Review Session for the Final Exam	class Problem Solving Exercises		
--	---	---------------------------------	--	--

FIN720 Corporate Financial Strategy

A. Course General Information:

Course Code:	FIN720
Course Title:	Corporate Financial Strategy
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Mandatory Elective course for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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:

FIN720 is an extension of FIN701 Managerial Finance. It looks deeper and in details the Financial Management function of an organization. While FIN701 Managerial Finance 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, analyses 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
CLO1	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.
CLO2	Forecast financial statements and apply AFN formula for financial forecasting and planning.
CLO3	Appraise value of firms (using different financial models)
CLO4	Apply (advanced) capital budgeting techniques to evaluate investment decisions and cost of capital calculations to assess financing decisions - in a multinational setting.
CLO5	Identify, assess, and manage corporate financial risk.

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	Introductions <ul style="list-style-type: none"> ● Foundation of Financial Management <ul style="list-style-type: none"> ○ The Goal of the firm ○ Why Study Finance? ○ The Role of Financial Manager ○ Legal forms of business organization ○ Determinants of Intrinsic Values and stock price ○ Finance and Multinational Firms 	Lecture, Notes, Discussion	Class Discussion	CLO1
2	Financial Markets and Interest rate <ul style="list-style-type: none"> ○ The movement of money through the economy ○ Selling securities to the public ○ Rate of return ○ Interest rate determinants ○ Estimating specific interest rate using risk premiums ○ Real and nominal interest rate Understanding Financial Statements <ul style="list-style-type: none"> ○ The Income Statement ○ Balance Sheet ○ Measuring cash flow 	Lecture, Class Discussion Case Study	Group work Quiz-1	CLO1, CLO2

3	Evaluating a firm's financial performance <ul style="list-style-type: none"> ○ Measuring key financial relationships ○ The limitations of ratio analysis The time value of Money <ul style="list-style-type: none"> ○ Compound Interest, Future and Present value ○ Annuities ○ Uneven streams and perpetuity 	Lecture, Notes, Discussions,		CLO1, CLO2
4	Risk and Return <ul style="list-style-type: none"> ○ Expected Return ○ Risk and Diversification ○ Measuring Market risk ○ Estimating Beta ○ The required rate of Return concept ○ Measuring the required rate of return 	Lecture, Notes, Discussions,	Class Group Activity using annual report Term paper Guideline	CLO1, CLO5
5	Valuation and Characteristics of Bond <ul style="list-style-type: none"> ○ Types of Bond ○ Characteristics of Bond ○ Valuation – the basic process ○ Yield to maturity ○ Bond Valuation 	Lecture, Notes, Discussions	Class work Quiz-2	CLO1
6	Stock and Stock Valuation <ul style="list-style-type: none"> ○ Types of Stocks ○ Characteristics of common stock ○ Characteristics of preferred stock ○ Valuing common stock ○ Calculating expected rate of return for preferred stock 	Lecture, Notes, Discussions	Term Paper Submission	CLO1

	<ul style="list-style-type: none"> ○ Calculating expected rate of return for common stock <p>Short Term Financial Planning</p> <ul style="list-style-type: none"> ○ Sales forecast ○ Forecasting Financial variables ○ Percent of sales method for financial forecasting ○ Limitation of percent of financial planning ○ Budget functions 			
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Exam 			
8	<p>Working Capital Management</p> <ul style="list-style-type: none"> ○ Measuring current assets and liabilities ○ Determining the appropriate level of working capital ○ The cash conversion cycle ○ Estimating the Cost of Short-Term Credit Using the Approximate Cost-of-Credit Formula ○ Sources of short-term credit ○ The cost of short-term credit 	Lecture, Notes, Discussions, In-class Exercise	In-class Exercise	CLO1
9	<p>The Cost of Capital</p> <ul style="list-style-type: none"> ○ Concept of cost of capital ○ Cost of Debt ○ Cost of Preferred stock ○ Cost of common equity ○ How flotation cost affect cost of capital ○ The weighted average cost of Capital ○ Estimating divisional cost of capital 	Lecture, Notes, Demonstration using Excel	Assignment Guideline	CLO1, CLO3
10	<p>Capital Budgeting</p> <ul style="list-style-type: none"> ○ Capital Budgeting decision criteria ○ Payback period 	Lecture, Notes, Discussions Case Study	Class group work Quiz-3	CLO4

	<ul style="list-style-type: none"> ○ The net present value ○ Profitability Index ○ Internal rate of return ○ Determining NPV of a project ○ Determining IRR of a project 			
11	● Capital Budgeting <ul style="list-style-type: none"> ○ Rationale of Capital Rationing ○ Capital rationing and Project selection ○ Ranking mutually exclusive project 	Lecture, Notes, Discussions		CLO4
12	Determining Financing Mix <ul style="list-style-type: none"> ○ Difference between business and financial risk ○ Break even analysis ○ Sourcing operating leverage ○ Combining operating and Financial leverage 	Lecture, Notes, Discussions Case Study	Class Activity	CLO1, CLO5
13	Dividend policy and Internal financing <ul style="list-style-type: none"> ○ Does dividend matter to stockholders? ○ Dividend decision in practice ○ Stock dividend and stock splits ○ Stock repurchase 	Guest Lecture Case Study “Three Steps to Alliance success”	Group Project Submission	CLO1, CLO5
14	Group Presentation Review for final exam	Group Presentation		

FIN751 Financial Institution Management

A. Course General Information:

Course Code:	FIN751
Course Title:	Financial Institution Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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 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, FIN701 - 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:

SL.	CLO Description
CLO1	Explain the role of asymmetry of information and transaction costs for the existence of financial institutions.
CLO2	Demonstrate familiarity with various services offered by different types of financial institutions and their sources and uses of funds.
CLO3	Analyze performance of financial institutions, assess strengths and weaknesses and recommend specific actions for improvement.
CLO4	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.
CLO5	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):

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

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

4	Interest rate risk: the repricing model <ul style="list-style-type: none"> ● The level and movement of interest rates ● The repricing models <ul style="list-style-type: none"> ○ Rate-sensitive assets ○ Rate-sensitive liabilities ○ Changes to NII—equal changes in rates on RSAs and RSLs ○ Changes to NII—unequal changes in rates on RSAs and RSLs ● Weaknesses of the repricing model <ul style="list-style-type: none"> ○ Market value effects ○ Over-aggregation ○ The problem of runoffs ○ Cash flows from off-balance-sheet activities 	Lecture, Notes, Discussions, In-class Problem Solving Exercise	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4

5	<p>Interest rate risk measurement: the duration model</p> <ul style="list-style-type: none"> • Duration: a simple introduction • A general formula for duration <ul style="list-style-type: none"> ○ The duration of interest-bearing bonds ○ The duration of a zero-coupon bond • Features of duration <ul style="list-style-type: none"> ○ Duration and maturity ○ Duration and yield ○ Duration and coupon interest • The economic meaning of duration <ul style="list-style-type: none"> ○ Semi-annual coupon bonds • Using duration to measure an FI's interest rate risk <ul style="list-style-type: none"> ○ Duration and immunizing future payments ○ Duration and interest rate risk in the whole balance sheet of an FI • Immunization and regulatory considerations • Difficulties of applying the duration model <ul style="list-style-type: none"> ○ Duration matching can be costly ○ Immunization is a dynamic problem ○ Large interest rate changes and convexity 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
6	<p>Interest rate risk measurement: the duration model (Continue)</p> <ul style="list-style-type: none"> • Immunization and regulatory considerations • Difficulties of applying the duration model 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-	CLO3, CLO4

	<ul style="list-style-type: none"> ○ Duration matching can be costly ○ Immunization is a dynamic problem ○ Large interest rate changes and convexity <p>Market risk</p> <ul style="list-style-type: none"> ● Calculating market risk exposure ● The Risk Metrics model <ul style="list-style-type: none"> ○ The market risk of fixed-income securities ○ Foreign exchange ○ Equities ○ Portfolio aggregation ● The historic (back simulation) approach ● The historic (back simulation) model versus Risk-Metrics <ul style="list-style-type: none"> ○ The Mon Carlo simulation approach ● Regulatory models <ul style="list-style-type: none"> ○ Partial risk factor approach ○ Fuller risk factor approach 		class Exercises	
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<p>Liquidity risk</p> <ul style="list-style-type: none"> ● Causes of liquidity risk ● Liquidity risk at depository institutions <ul style="list-style-type: none"> ○ Liability-side liquidity risk ○ Asset-side liquidity risk ○ Measuring a depository institution's liquidity exposure ○ Liquidity planning ○ Liquidity risk, unexpected deposit drains and bank runs 	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"> ○ Bank runs, the discount window and deposit guarantees ● Liquidity and financial system stability ● Liquidity risk in other financial institutions <ul style="list-style-type: none"> ○ Life insurance companies ○ General insurers ○ Managed funds 			
9	Credit risk I: individual loan risk <ul style="list-style-type: none"> ● Credit quality problems ● Types of loans <ul style="list-style-type: none"> ○ Business loans ○ Housing loans ○ Consumer or individual loans ○ Other loans <ul style="list-style-type: none"> ○ Loan defaults ● Calculating the return on a loan <ul style="list-style-type: none"> ○ The contractually promised return on a loan ○ The expected return on a loan ● Retail versus wholesale credit decisions <ul style="list-style-type: none"> ○ Retail ○ Wholesale ● Measurement of credit risk ● Default risk models <ul style="list-style-type: none"> ○ Qualitative models ○ Quantitative models ● Newer models of credit risk measurement and pricing <ul style="list-style-type: none"> ○ Term structure derivation of credit risk ○ Mortality-rate derivation of credit risk ○ RAROC models ○ Using duration to estimate loan risk 	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"> ○ Using loan default rates to estimate loan risk 			
10	Credit risk I: individual loan risk <ul style="list-style-type: none"> ● Default risk models ○ Qualitative models <ul style="list-style-type: none"> ○ Quantitative models ● Newer models of credit risk measurement and pricing ○ Term structure derivation of credit risk ○ Mortality-rate derivation of credit risk ○ RAROC models ○ Using duration to estimate loan risk ○ Using loan default rates to estimate loan risk 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
11	Capital management and adequacy <ul style="list-style-type: none"> ● Capital and insolvency risk Capital <ul style="list-style-type: none"> ○ The market value of capital ○ The book value of capital ○ The discrepancy between the market and book values of equity ○ Arguments against market value accounting ● Capital management ● Regulation of capital of Bangladesh DIs <ul style="list-style-type: none"> ○ Basel Accords: the evolution of DI capital regulation Capital management and adequacy <ul style="list-style-type: none"> ● Pillar 1: capital adequacy <ul style="list-style-type: none"> ○ Measurement of regulatory capital ○ Measuring risk-adjusted assets 	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"> ○ Calculating the capital adequacy ratios ○ Leverage ratio ○ Capital buffers ● Pillar 2: DI risk assessment and supervision ● Pillar 3: capital and risk disclosure <p>CAMELS RATINGS</p>			
12	<p>Liability and liquidity management</p> <ul style="list-style-type: none"> ● Liquid asset management <ul style="list-style-type: none"> ○ Monetary policy implementation reasons ○ Taxation reasons ● The composition of the liquid asset portfolio ● Return–risk trade-off for liquid assets <ul style="list-style-type: none"> ○ The liquid asset reserve management problem for depository institutions ○ Management of exchange settlement funds ○ Liquidity management as a knife-edge management problem 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5
13	<p>Liability management</p> <ul style="list-style-type: none"> ● Funding risk and cost ● Choice of liability structure ● Deposit liabilities <ul style="list-style-type: none"> ○ Cheque accounts and other demand deposits ○ Savings accounts ○ Cash management / Investment savings accounts ○ Fixed-term deposits ○ Negotiable certificates of deposit (NCDs) ● Non-deposit liabilities ● Interbank funds 	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"> • Repurchase agreements (REPOS) • Covered bonds • Other borrowings • Liquidity regulation • Minimum quantitative requirements • Liquidity coverage ratio regime ADIs • Minimum liquidity holdings regime ADIs • Net stable funding ratio (NSFR) • Improved global liquidity? • Depositor protection and deposit guarantees • Bangladesh depositor protection mechanisms 			
14	<ul style="list-style-type: none"> • Ethical Issues in Financial Institutions and Markets • Group Project Presentation/Discussion 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5

FIN752 Investment Management

A. Course General Information:

Course Code:	FIN752
Course Title:	Investment Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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 – FIN701 – Managerial Finance. All EMBA 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
CLO1	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.
CLO2	Apply data analytics to diagnose current and projected financial, economic, and socio-political conditions and set investment implications, given investor-specific objectives and constraints.

CLO3	Determine value of bonds, stocks and other securities using alternative valuation approaches.
CLO4	Apply the methods of asset allocation, portfolio construction and performance evaluation.
CLO5	Distinguish between fundamental vs technical and between top-down vs bottom-up approaches to investment analyses and security valuation.
CLO6	Appraise specific investment decisions based of fundamental and technical analysis.
CLO7	Evaluate performance of investments using various metrics.
CLO8	Author the industry and securities research report.

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			✓					✓	
CLO7		✓	✓						
CLO8					✓			✓	

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

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	Introduction The Investment Environment <ul style="list-style-type: none"> Real Assets versus Financial Assets Financial Markets and the Economy The Investment Process 	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> ○ Markets Are Competitive ○ The Players ○ The Financial Crisis of 2008-2009 			
2	Asset Classes and Financial Instruments <ul style="list-style-type: none"> ○ Money Market ○ Bond Market ○ Equity Securities ○ Stock and Bond Market Indexes ○ Derivative Markets ○ Money Market in Bangladesh ○ Stock Market in Bangladesh ○ Bond Market in Bangladesh How Securities Are Traded <ul style="list-style-type: none"> ○ How Firms Issue Securities ○ How Securities Are Traded ○ The Rise of Electronic Trading ○ Bangladesh Markets ○ New Trading Strategies ○ Globalization of Stock Markets ○ Trading Costs ○ Buying on Margin ○ Short Sales ○ Regulation of Securities Markets 	Lecture, Notes, Discussions	Quiz, Midterm Exam, Homework, Final Exam	CLO1, CLO2
3	Mutual Funds and Other Investment Companies <ul style="list-style-type: none"> ○ Investment Companies and Types of Investment Companies ○ Mutual Funds ○ Costs of Investing in Mutual Funds ○ Taxation of Mutual Fund Income ○ Mutual Funds Investment Performance ○ Exchange Traded Funds ○ Information on Mutual Funds ○ Bangladesh Perspectives 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
4	Portfolio Theory and Practice <ul style="list-style-type: none"> ○ Risk-returns and Risk Premiums ○ Historic Returns on Risky Portfolios ○ Risk and Risk Aversion 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group	CLO3, CLO4

	<ul style="list-style-type: none"> ○ Capital Allocation across Risky and Risk-Free Portfolios ○ The Markowitz Portfolio Optimization Model ○ Diversification and Portfolio Risk ○ Risk Pooling, Risk Sharing, and Time Diversification 		Project, In-class Exercises	
5	Portfolio Theory and Practice <ul style="list-style-type: none"> ○ Diversification and Portfolio Risk ○ Risk Pooling, Risk Sharing, and Time Diversification An Introduction to Asset Pricing Models <ul style="list-style-type: none"> ○ Capital Market Theory: An Overview ○ The Capital Asset Pricing Model ○ Relaxing the Assumptions ○ Additional Empirical Tests of the CAPM ○ The Market Portfolio: Theory versus Practice 	Lecture, Notes, Discussions, Video Demonstration	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3, CLO4
6	Multifactor Models of Risk and Return <ul style="list-style-type: none"> ○ Arbitrage Pricing Theory ○ Multifactor Models and Risk Estimation Efficient Market Hypothesis <ul style="list-style-type: none"> ○ Random Walks and Efficient Markets ○ Implications of the EMH ○ Are Markets Efficient? ○ Mutual Fund and Analyst Performance ○ Random Walks and Efficient Markets ○ Implications of the EMH ○ Are Markets Efficient? ○ Mutual Funds and Analyst Performance 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, , In-class Exercises	CLO3, CLO4
7	<ul style="list-style-type: none"> ○ Review Class ○ Midterm Examination 			
8	The Behavioral Biases of Individuals <ul style="list-style-type: none"> ○ Cognitive Errors and Emotional Biases 	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, In-	CLO1, CLO5, CLO8

	<ul style="list-style-type: none"> Behavioral Biases and Their Implications Individual's Behavioral Biases Investors' personality types Behavioral factors and adviser–client interactions Behavioral factors influence portfolio construction behavioral finance to the process of portfolio construction. behavioral factors affect analyst forecasts behavioral biases of investors to market characteristics <p>An Introduction to Security Valuation</p> <ul style="list-style-type: none"> An Overview of the Valuation Process Why a Three-Step Valuation Process? Theory of Valuation 		class Exercises	
9	<p>Macro Analysis and Micro Valuation of the Stock Market</p> <ul style="list-style-type: none"> The Components of Market Analysis Macro-market Analysis Micro-valuation Analysis Valuation Using the Earnings Multiplier Approach Estimating Expected Earnings per Share Estimating the Stock Market Earnings Multiplier Micro-valuation of World Markets <p>Industry Analysis</p> <ul style="list-style-type: none"> Why Do Industry Analysis? The Business Cycle and Industry Sectors Structural Economic Changes and Alternative Industries Evaluating the Industry Life Cycle Analysis of Industry Competition Estimating Industry Rates of Return Industry Analysis Using the Relative Valuation Approach 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Final Exam, Group Project, In-class Exercises	CLO3, CLO5, CLO8

	<ul style="list-style-type: none"> ○ Other Relative Valuation Ratios ○ Global Industry Analysis 			
10	Company Analysis and Stock Valuation <ul style="list-style-type: none"> ○ Company Analysis versus Stock Valuation ○ Economic, Industry, and Structural Links to Company Analysis ○ Company Analysis ○ Estimating Intrinsic Value ○ Discounted Cash Flow Model ○ Relative Valuations ○ Estimating Company Earnings per Share ○ Estimating Company Earnings Multipliers ○ Additional Measures of Relative Value ○ Analysis of Growth Companies ○ When to Sell ○ Influences on Analysts ○ Global Company and Stock Analysis 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project, In-class Exercises	CLO1, CLO6, CLO8
11	Equity Portfolio Management Strategies <ul style="list-style-type: none"> ○ Passive versus Active Management ○ An Overview of Passive Equity Portfolio Management Strategies ○ An Overview of Active Equity Portfolio Management Strategies ○ Value versus Growth Investing: A Closer Look ○ An Overview of Style Analysis ○ Asset Allocation Strategies Technical Analysis <ul style="list-style-type: none"> ○ Underlying Assumptions of Technical Analysis ○ Advantages of Technical Analysis ○ Challenges to Technical Analysis ○ Technical Trading Rules and Indicators Analysis of Financial Statements <ul style="list-style-type: none"> ○ Analysis of Financial Ratios 	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5, CLO6, CLO7

	<ul style="list-style-type: none"> ○ Computation of Financial Ratios ○ Evaluating Internal Liquidity ○ Evaluating Operating Performance ○ Risk Analysis ○ Analysis of Growth Potential ○ Comparative Analysis of Ratios ○ Analysis of Non-U.S. Financial Statements ○ The Quality of Financial Statements ○ The Value of Financial Statement Analysis ○ Specific Uses of Financial Ratios 			
12	Bond Fundamentals <ul style="list-style-type: none"> ○ Basic Features of a Bond ○ The Global Bond Market Structure ○ Alternative Bond Issues ○ Obtaining Information on Bond Prices The Analysis and Valuation of Bonds <ul style="list-style-type: none"> ○ The Fundamentals of Bond Valuation ○ Computing Bond Yields ○ Calculating Future Bond Prices ○ Bond Valuation Using Spot Rates ○ What Determines Interest Rates? ○ Calculating Forward Rates from the Spot Rate Curve ○ Term Structure Theory ○ What Determines the Price Volatility for Bonds? 	Lecture, Notes, Discussions	In-class Exercises, Homework, In-class Exercises Final Exam	CLO5
13	Bond Portfolio Management Strategies <ul style="list-style-type: none"> ○ Bond Portfolio Performance, Style, and Strategy ○ Passive Management Strategies ○ Active Management Strategies ○ Core-Plus Management Strategies ○ Matched-Funding Management Strategies ○ Contingent and Structured Management Strategies Evaluation of Portfolio Performance <ul style="list-style-type: none"> ○ What Is Required of a Portfolio Manager? 	Lecture, Notes, Discussions, Guest Lecture	, In-class Exercises, Homework, Final Exam	CLO4, CL08

	<ul style="list-style-type: none"> ○ Early Performance Measurement Techniques ○ Composite Portfolio Performance Measures ○ Application of Portfolio Performance Measures ○ Portfolio Performance Evaluation: Some Extensions ○ Factors That Affect Use of Performance Measures 			
14	Ethical Issues in Finance and Investment Management Multiple topics listed above covered in the Group Project	Lecture, Notes, Discussions, Presentation of (Group Project) and Feedback	Final Exam	CLO1

FIN753 International Finance

A. Course General Information:

Course Code:	FIN753
Course Title:	International Finance
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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 – FIN701 Managerial Finance. All EMBA 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
CLO1	Recognize the concepts of International Financial and Monetary System, International Financial Markets, International Banking and Balance of Payment.
CLO2	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.
CLO3	Demonstrate familiarity with foreign exchange forwards/futures, options and swaps contracts and their application in speculation and hedging of foreign exchange risks.

CLO4	Identify and apply various tools and techniques to measure and manage transactions, operating and translation exposures.
CLO5	Evaluate multinational projects using capital budgeting techniques and identify potential risks and their management.
CLO6	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
1	Introductions <ul style="list-style-type: none"> ○ Discuss the Course Outline Introduction to International Finance <ul style="list-style-type: none"> ○ Concept of International Finance, ○ International Financial and Monetary System, ○ International Financial Markets and International Banking. 	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1

2	International flow Of Funds <ul style="list-style-type: none"> ○ Balance of Payment, ○ International Trade Flow) ○ International Capital Movement, ○ International Financial and Trade Organizations (IMF, World Bank Group, ADB, IDB, WTO) 	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
3	International Monetary System <ul style="list-style-type: none"> ○ Motives for Using International Financial Markets, ○ Overview on IFMs: FEX Market; International Money, Credit, Bond, Stock and Derivative Markets etc. 	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Midterm Exam, Final Exam	CLO2
4	Determining Exchange Rate <ul style="list-style-type: none"> ○ Factors Influencing Exchange Rate, ○ Exchange rate movement, ○ Exchange Rate Quotations 	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
5	Determining Exchange Rate <ul style="list-style-type: none"> ○ Exchange Rate Quotations – Direct and Indirect, Spot and Cross Rates ○ Operational Rates – Bangladesh Perspectives. ○ Arbitrage and speculative Activities in FEX Market. 	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
6	Exchange Rate Systems and Govt. Intervention <ul style="list-style-type: none"> ○ Fixed, Floating and other systems, ○ Reasons for Govt. intervention, ○ Direct and Indirect Intervention 	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO2
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			

8	Foreign Exchange Derivatives <ul style="list-style-type: none"> ○ Forward Market, ○ Future Market ○ Option Markets and ○ Other markets and products. 	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO3
9	Foreign Exchange Derivatives <ul style="list-style-type: none"> ○ Option Markets and ○ Other markets and products 	Lecture, Notes, Discussions, problem solving	Quiz, Midterm Exam, Final Exam	CLO3
10	Relationship Among Exchange Rate, Inflation Rate and Interest Rate: <ul style="list-style-type: none"> ○ Purchasing Power Parity (PPP), ○ International Fisher Effect (IFE) and ○ Interest Rate Parity Theories. 	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Final Exam	CLO4
11	Exchange Rate Risk Management: <ul style="list-style-type: none"> ○ Exchange Rate Forecasting, ○ Exchange Rate Fluctuation Exposure; ○ Transaction Exposure, ○ Translation Exposure and ○ Economic exposure ○ Management of different types of exposure 	Lecture, Notes, Discussions, problem solving	Quiz, Case Study, Final Exam	CLO4
12	Short-Term Asset and Liability Management: <ul style="list-style-type: none"> ○ International Trade Payment ○ Financing Methods. Inco Terms-2020. 	Lecture, Notes, Discussions	Quiz, Final Exam	CLO5 CLO6
13	Long-Term Asset and Liability Management: <ul style="list-style-type: none"> ○ Analyzing Country Risk, ○ Capital Budgeting and ○ Long-term Financing. 	Lecture, Notes, Discussions, Problem Solving	Final Exam	CLO5 CLO6
14	Review class before Final Exam			

	Presentation			
--	---------------------	--	--	--

FIN754 Financial Modeling, Analysis and Forecasting

A. Course General Information:

Course Code:	FIN754
Course Title:	Financial Modeling, Analysis and Forecasting
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for concentration in Finance
Prerequisites:	FIN701- Managerial Finance
Co-requisites:	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 the learners of 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
CLO1	Demonstrate proficiency in using effective spreadsheet functions and creating visual basic functions.
CLO2	Create spreadsheet models to solve real-world business problems.
CLO3	Prepare computer-based models to prepare and project financial statements of companies.
CLO4	Quantify systematic and residual risk exposure for both individual securities and portfolios.
CLO5	Construct efficient portfolios through creating and solving optimized models.
CLO6	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
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"> • Introduction to Financial Modeling and MS Excel Functions <ul style="list-style-type: none"> ○ Financial Modeling Purposes and Application in Finance ○ Introduction to Functions, Data Downloads, Imports and Macros 	Lecture, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> • Financial Statement Modeling <ul style="list-style-type: none"> ○ Forecasting Income Statements ○ Forecasting Balance Sheet 	Lecture, Discussion, Lab Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> • Financial Statement Modeling (continued) <ul style="list-style-type: none"> ○ Free Cash Flow (FCF) Calculation ○ Calculating Weighted Average Cost of Capital (WACC) ○ Valuation using Free Discounted Cash Flow Methods ○ Valuation Using Trading Multiples 	Lecture, Discussion, Lab Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> • Sensitivity Analysis <ul style="list-style-type: none"> ○ Scenario Manager Analysis in Excel ○ Data Table Analysis in Excel • Portfolio Models, Matrix Operations, and Data Tables <ul style="list-style-type: none"> ○ Calculation of Mean, Variance, Standard Deviation, Covariance, Correlation ○ Envelop Portfolios ○ Creation of one-Dimensional and Two-Dimensional Data Table Matrix Operations 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
5	<ul style="list-style-type: none"> • Systematic Risk Estimation and Factor Sensitivities <ul style="list-style-type: none"> ○ Variance-Covariance Matrix ○ Correlation Matrix ○ Estimating Beta and Security Market Line (SML) ○ Tests of Asset Pricing Models 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
6	<ul style="list-style-type: none"> • Using VBA Functions to Create Mean-Variance Efficient Portfolios <ul style="list-style-type: none"> ○ Introduction to VBA Programming 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> ○ Portfolio Optimization without Constraints ○ Portfolio Optimization with Constraints ● Review of the Midterm Exam 			
7	Review Class Midterm Examination			
8	<ul style="list-style-type: none"> ● Black-Litterman Approach and Active Portfolio Management <ul style="list-style-type: none"> ○ Theory of Active Portfolio Management ○ Naive Optimization ○ Why Does Naive Optimization Fail? ○ Changing Variance-Covariance Matrix ○ Black and Litterman's Solution 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> ● Monte Carlo Simulations <ul style="list-style-type: none"> ○ VBA Random-Number Generators ○ Normally Distributed Random-Number Generators ○ Computing π in Monte Carlo ○ Monte Carlo Simulation of Investment and Retirement Problems 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO5
10	<ul style="list-style-type: none"> ● Simulating Stock Prices and Portfolio Returns <ul style="list-style-type: none"> ○ Computing Returns and Their Distribution for a Continuous Return-Generating Process ○ Lognormal Price Distributions and Geometric Diffusions ○ Simulating Lognormal Price Path ○ Calculating the Parameters of the Lognormal Distribution from Stock Prices 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO6
11	<ul style="list-style-type: none"> ● Simulating Stock Prices and Portfolio Returns (Continued) <ul style="list-style-type: none"> ○ Multiple Stock Portfolios ○ Beta and Return ● Pricing Options and Structured Products using the Black-Scholes Model <ul style="list-style-type: none"> ○ Basic Option Terminologies ○ Option Payoff and Profit Patterns ○ Different Option Strategies 	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO2, CLO5

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

FIN 755 Derivatives and Risk Management

A. Course General Information:

Course Code:	FIN 755
Course Title:	Derivatives and Risk Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	None

B. Course Catalog Description:

The course 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	• Introduction to Derivatives <ul style="list-style-type: none"> Meaning and definition. Common types of derivatives. (Forward, futures, options and swaps) Traders in the derivative markets. 	Lecture and discussions.	Quizzes	CLO1
2	• Futures Markets and Central Counterparties <ul style="list-style-type: none"> Opening and closing positions. The futures contract. Convergence of futures to spot price. Margin account and its operation. OTC markets. Market quotes. Types of traders and types of order. 	Lecture and discussions.	Quizzes and tests.	CLO2

3	<ul style="list-style-type: none"> ● Hedging Strategies Using Futures <ul style="list-style-type: none"> ○ Hedging principles. ○ Basis risk. ○ Cross hedging. ○ Stock index futures. ○ Stock and roll. 	Lecture and discussions. Problem solving.	Quizzes and tests.	CLO6
4	<ul style="list-style-type: none"> ● Pricing of Forward and Futures <ul style="list-style-type: none"> ○ Investment vs. consumption assets. ○ Short selling. ○ Forward price for an investment asset. ○ Valuing forward contracts. ○ Forward and futures contract on currencies. ○ Futures on commodities. ○ The cost of carry model of futures pricing. ○ Contango. 	Lecture and discussions.	Quizzes and tests.	CLO4
5	<ul style="list-style-type: none"> ● Swaps <ul style="list-style-type: none"> ○ Interest rate swaps. ○ Currency swaps. ○ Credit risk. ○ Credit default swaps. ○ Other types of swaps. 	Lecture and discussions.	Quizzes and tests.	CLO7
6	<ul style="list-style-type: none"> ● Mechanics of Options Markets. <ul style="list-style-type: none"> ○ Types of options. ○ Option positions. ○ Underlying assets. ○ Specifications of stock options. ○ Trading in stock options. ○ Commissions and Margins. ○ The options clearing house. 	Lecture and discussions.	Quizzes and tests.	CLO3
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Properties of Stock Options <ul style="list-style-type: none"> ○ Factors affecting option prices. ○ Upper and lower bounds for options prices. ○ Put-call parity. ○ Calls on non-dividend paying stock. ○ Puts on non-dividend paying stock. ○ Effect of dividends. 	Lecture and discussions.	Quizzes and tests.	CLO5

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

FIN756 Entrepreneurial Finance

A. Course General Information:

Course Code:	FIN756
Course Title:	Entrepreneurial Finance
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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
CLO1	Evaluate different types of funding sources available for start-ups based on their cost of fund and the financial performances.
CLO2	Explain the financial attributes angel investors seek from a new venture.
CLO3	Illustrate risk management strategies to eliminate or minimize risk faced by new ventures at different stages of their life.
CLO4	Apply various financial forecasting and budgeting techniques in different start-up context
CLO5	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
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	Introductions <ul style="list-style-type: none"> ● Overview <ul style="list-style-type: none"> ○ Introduction to the course ○ Concept of Entrepreneurial finance ○ The entrepreneurial environment ○ External and internal environmental elements ○ Entrepreneurial process ○ Financing through venture life cycle 	Lecture, Notes, Discussion	Case	CLO1
2	Organizing and Financing new venture <ul style="list-style-type: none"> ○ Forms of business organization ○ Choosing the form of organization ○ Seed, start-up and first round financing sources ○ Financial bootstrapping ○ Business Angel funding 	Lecture, Notes, Discussions	Homework Quiz	CLO1
3	Measuring financial performance <ul style="list-style-type: none"> ○ Business asset, liabilities and equities ○ Financial Statements ○ Operating Break-even analysis ○ Ratio analysis ○ Conversion period ratios ○ Industry comparable ratio analysis 	Lecture, Notes, Discussions		CLO1
4	Financial Planning: short term, Long term <ul style="list-style-type: none"> ○ Financial planning throughout the venture's life cycle ○ Short term cash planning tools ○ Systematic forecasting 	Lecture, Notes, Discussions In-class Problem Solving Using Excel	Group Work, In-class Exercises	CLO4

	<ul style="list-style-type: none"> ○ Estimating sustainable sales growth rate ○ Forecasting sales ○ Projected income statement ○ Projected Balance Sheet 			
5	Types and cost of Financial Cost <ul style="list-style-type: none"> ○ Implicit and explicit financial capital cost ○ Determining cost of debt capital ○ Estimating cost of equity capital ○ Sources and cost of equity venture capital ○ Weighted average cost of capital 	Lecture, Notes, Discussions Quiz	Group Work	CLO1
6	Valuing early-stage ventures <ul style="list-style-type: none"> ○ Basics mechanics of valuation ○ Required vs. surplus cash ○ Developing projected financial statement for DCF valuation ○ Accounting vs. equity valuation cash flow Venture capital valuation model <ul style="list-style-type: none"> ○ Basic cash flow-based equity valuation ○ Basic venture capital valuation methods 	Lecture, Notes, Discussions, In-class Problem Solving Exercises		CLO5
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	Venture Capital Valuation Method (Continued) <ul style="list-style-type: none"> ○ Earning multipliers and discounted dividends ○ Adjusting VCSCs for multiple round 	Lecture, Notes, Discussions, In-class Exercise	Group Project Guideline Discussion, Homework	CLO5
9	Professional Venture capital <ul style="list-style-type: none"> ○ Historical traits of personal venture capital 	Lecture, Notes, Discussions	Homework Group Project	CLO3, CLO5

	<ul style="list-style-type: none"> ○ Professional venture investment cycle ○ Determining fund objectives and policies 			
10	Other Financing alternatives <ul style="list-style-type: none"> ○ Facilitators, consultants and intermediaries ○ Commercial and venture bank lending ○ Other government financing alternatives in Bangladesh ○ Mortgage lending ○ Traditional and venture leasing ○ Direct public offer 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Individual Assignment, Quiz	CLO1
11	Security structure and Determining Enterprise value <ul style="list-style-type: none"> ○ Common stock or common equity ○ Preferred stock or preferred equity ○ Convertible preferred ○ Conversion value protection ○ Conversion price formula ○ Market price formula ○ Convertible debt 	Lecture, Notes, Discussions Case Study	Homework submission	CLO3, CLO4
12	Harvesting the business venture Investment <ul style="list-style-type: none"> ○ Planning an exit strategy ○ Valuation of equity or enterprise ○ Systematic liquidation ○ Outright sale ○ Going public ○ Post IPO trading 	Lecture, Notes, Discussions Case Study	Case Study Discussion Assignment Submission	CLO2, CLO3
13	Financial troubled Ventures <ul style="list-style-type: none"> ○ Financial Distress ○ Resolving financial distress situations ○ Private workout ○ Bankruptcy liquidation 	Lecture, Notes, Discussions,	Group Project Presentation	CLO2, CLO3

14	Overview of Venture capital industry in Bangladesh	Guest Lecturer, class discussion	Final Exam	CLO1
	Review of final exam			

FIN757 Financial Technology (FinTech)

A. Course General Information:

Course Code:	FIN757
Course Title:	Financial Technology (FinTech)
Credit Hours:	03
Contact Hours/Week:	03
Category:	Elective in the EMBA Program
Type:	Elective for concentration in Finance
Prerequisites:	FIN701 Managerial Finance
Co-requisites:	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 – FIN701-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
CLO1	Describe the current trends and themes of FinTech and the importance of blockchain and cryptocurrencies.
CLO2	Identify various challenges and opportunities from recent innovations and investments in FinTech.
CLO3	Describe the innovative FinTech solutions that are transforming the financial services sector.
CLO4	Apply and critically evaluate theories of capital and investment processes within FinTech.
CLO5	explain the impact of FinTech on society and the role of emerging markets.
CLO6	Analyze information and propose solutions by using recent developments like Artificial Intelligence, Big Data.
CLO7	Demonstrate familiarity with and application of the FinTech ecosystem in the coming days.

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				✓					✓
CLO7	✓			✓					

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

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> ● Introduction ● An Overview of Financial Technology (FinTech) <ul style="list-style-type: none"> ○ What is FinTech? ○ Banking and the E-Book Moment ○ The Shifting Financial Landscape ○ The Challenge to the Banks ○ The Future for the Banking Sector ○ FinTech in the Developing World ○ Current Trends in Financial Technology 	Short video clips explaining FinTech, Lecture, discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<ul style="list-style-type: none"> ● FinTech Themes <ul style="list-style-type: none"> ○ Think of collaboration ○ Global Compliance is Key ○ Lending (Capital) in the 21st Century ○ The Next Big Innovation in FinTech – Identity ○ Tech Giants Becoming Non-Bank Banks 	Lecture, Notes, Discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> ○ User Experience (UX) in FinTech 			
3	<ul style="list-style-type: none"> ● Emerging Markets and Social Impact <ul style="list-style-type: none"> ○ FinTech ○ The Rise of the Rest in FinTech ○ Smartphones, FinTech, and Education – Helping the Unbanked Reach Financial Inclusion ○ The Social Impact of FinTech in different countries 	Lecture, Notes, Discussion, Article review	Quiz, Midterm Exam, Final Exam	CLO1, CLO5
4	<ul style="list-style-type: none"> ● FinTech Solutions <ul style="list-style-type: none"> ○ Rewiring the Deal – The Path Forward for B2B Supply Chains ○ Payments and Point of Sales (POS) Innovation ○ Predictive Algorithms ○ Big Data is the Cornerstone of Regulatory Compliance Systems ○ FinTech Solutions in Complex Contracts Optimization 	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> ● FinTech Solutions <ul style="list-style-type: none"> ○ Behavioral Biometrics – A New Era of Security ○ Ultra-Fast Text Analytics in Trading Strategies ○ Algorithmic Trading ○ Regulated Crowdfunding Ecosystems ○ Remittances – International FX Payments at Low Cost ○ FinTech Solutions for Small Businesses ○ FinTech Solutions Benefiting other Sectors 	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3

6	<ul style="list-style-type: none"> ● The Role of AI in Banking <ul style="list-style-type: none"> ○ Overview ○ Deep learning: How computers mimic the human brain ○ Robo-advisors, robo-everything ○ A bank account that is smarter than your bank ○ Where automation will strike first ○ Redefining the role of humans in banking 	Lecture, Notes, Discussion, Article review	Quiz, assignment, Midterm Exam, Final Exam	CLO6
7	<ul style="list-style-type: none"> ● Review Class ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Embedded Banking <ul style="list-style-type: none"> ○ Overview ○ Friction isn't valuable in the new world ○ New experiences don't start in the branch ○ Advice, when and where you need it ○ Information asymmetry and AI ○ AIs that are better at budgeting than your accountant ○ Mixed reality and its impact on banking 	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO2, CLO3
9	<ul style="list-style-type: none"> ● Crypto-currencies and Blockchains <ul style="list-style-type: none"> ○ Overview ○ Meets Digital Finance and Mobile Value Exchange ○ The Internet of Money: A Radical New Business Model ○ Digital Asset Management and Value Exchange 	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO1, CLO5, CLO7

	<ul style="list-style-type: none"> ○ Hybrid Digital Finance Platform Convergence ○ Digital Currencies and Mobile Transactions 			
10	<ul style="list-style-type: none"> ● Crypto-currencies and Blockchains ○ How Does Digital Currency Work? ○ Emerging digital currencies ○ Bitcoin and cryptocurrencies on a surge ○ Bitcoin 2.0 and Future Trends ○ Is this a global capital markets evolution? ○ The structural implications of DLT 	Lecture, Notes, Discussion, Article review	Quiz, Group Project, Final Exam	CLO1, CLO5, CLO7
11	<ul style="list-style-type: none"> ● Capital and Investment ○ Investment and Capital – Back to Basics ○ Building an Investable Platform ○ Angel Investing – Access to “Smart Money” to Fund the Best FinTech Companies ○ Crowdfunding and Marketplace (P2P) Lending – Online Capital Marketplaces ○ Leading the Way with an Investor-led Approach to Crowdfunding 	Lecture, Notes, Discussion, Article review	Quiz, Final Exam	CLO3, CLO4
12	<ul style="list-style-type: none"> ● Enterprise Innovation ○ Can Banks Innovate? ○ The Innovation Lab is the Answer? ○ FinTech and Banks – Collaboration is Key 	Lecture, Notes, Discussion, Article review	Quiz, Final Exam	CLO3, CLO7

	<ul style="list-style-type: none"> ○ Transaction or Specialized Banks ○ Partnerships Are the Key to Addressing Financial and Digital Exclusion ○ Collaborative Partnerships are the Key to Digital and Financial Inclusion ○ Corporate Venture Capital ○ Big Data 			
13	<ul style="list-style-type: none"> ● The Future of FinTech <ul style="list-style-type: none"> ○ How Emerging Technologies Will Change Financial Services ○ Many Opportunities for FinTech Are Yet to be Explored ○ The Future of Financial Services ○ Banking on Innovation Through Data ○ Why FinTech Banks Will Rule the World ○ The FinTech Supermarket 	Lecture, Notes, Discussion, Article review	Review Quiz, Final Exam	CLO6, CLO7
14	<ul style="list-style-type: none"> ● The Future of FinTech <ul style="list-style-type: none"> ○ The Rise of BankTech – The Beauty of a Hybrid Model for Banks ○ FinTech Impact on Retail Banking ○ Embracing the Connected API Economy ○ Eliminating Friction in Customers' Financial Lives ○ FinTech is the Future Itself ○ A Future Without Money ○ Ethics in FinTech? 	Lecture, Notes, Discussion, Article review	Review Quiz, Final Exam	CLO6, CLO7

Course Code and Title: FIN766 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.

HRM720 Strategic Human Resources Management**A. Course General Information:**

Course Code:	HRM720
Course Title:	Strategic Human Resources Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective Course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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:

SL.	CLO Description
CLO1	Discuss how the principles, functions, and operations of businesses differ depending on their strategy.
CLO2	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.
CLO3	Analyze real-world business problems through cases and term papers and present an HR-based solution in an effective and efficient manner.
CLO4	Identify how HR can strategically assist the organization to keep ethics, society, diversity, and teamwork at the center;
CLO5	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.

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"> ● An Investment Perspective of Human Resource Management ○ Strategic view of Human resources management ○ HR value chain ○ Types of organization asset ○ Sources of employee value ○ Investment orientation ○ Effective HRM practices 	Lecture, Discussions, Case, Problem solving	Assignment Quiz, Midterm Exam, Final Exam	CLO1, CLO3
2	<ul style="list-style-type: none"> ● Trends affecting Human Resource Management ○ Major factors affecting HRM ○ Technology Changes for HRM ○ Workforce demographic changes and diversity ○ Ethical behavior ○ CSR 	Lecture, Discussions, Problem solving, Group work	Assignment Quiz, Midterm Exam, Final Exam	CLO2, CLO4

3	<ul style="list-style-type: none"> ● Strategic Management <ul style="list-style-type: none"> ○ Strategic HRM ○ Strategic management process ○ Models of Strategy ○ Business unit strategy ○ Corporate strategy ○ 5p model of SHRM 	Lecture, Discussions, Problem solving	Assignment Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> ● The Evolving/Strategic Role of Human Resource Management <ul style="list-style-type: none"> ○ Ulrich's model of HR function ○ Traditional vs Strategic HR ○ HR roles in knowledge-based economy ○ Antecedents and consequences of employee engagement ○ Outsourcing and remodeling of HRM 	Lecture, Discussions, Case, Problem solving	Assignment Quiz, Midterm Exam, Final Exam	CLO2, CLO1
5	<ul style="list-style-type: none"> ● Human Resource Planning <ul style="list-style-type: none"> ○ Definition of HRP ○ Types of proactive and reactive HR ○ Strategic levels of HR ○ Types of planning ○ Forecasting demand and supply ○ Balancing workforce supply and demand ○ Succession planning 	Lecture, Discussions, Problem solving	Assignment Quiz, Midterm Exam, Final Exam	CLO5
6	<ul style="list-style-type: none"> ● Design and Redesign of Work Systems <ul style="list-style-type: none"> ○ Design of work systems ○ Five core job characteristics ○ The employee life cycle ○ Types of task interdependence ○ Redesigning of work: Offshoring, outsourcing, Mergers and acquisition 	Lecture, Discussions, Case, Problem solving, Group work	Assignment Quiz, Midterm Exam, Final Exam	CLO1, CLO5
7	<ul style="list-style-type: none"> ● Midterm Examination 		Midterm Examination	

	<ul style="list-style-type: none"> ● Staffing <ul style="list-style-type: none"> ○ Role of staffing in strategy ○ Lepak and Snell quadrant ○ Recruiting: Temporary vs permanent employees ○ Recruiting: Internal vs external employees ○ Recruiting: Active vs passive recruiting ○ Methods of strategic recruiting ○ Issues related to recruitment and selection ○ New trends in recruiting and selection 	Lecture, Discussions, Problem solving	Assignment Quiz, Final Exam	CLO1, CLO5
8	<ul style="list-style-type: none"> ● Training and development <ul style="list-style-type: none"> ○ Differences between training and development ○ Centralized vs decentralized training ○ Personalizing and strategizing training ○ Organizational development ○ Strategies that Impact the Transfer of Learning ○ PDCA checklist for training 	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> ● Performance Management and Feedback <ul style="list-style-type: none"> ○ Performance feedback vs performance appraisal ○ Strategic management in performance appraisal systems ○ Measures of evaluation ○ Why performance management system fails ○ Strategies for improving performance appraisal system 	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5

10	<ul style="list-style-type: none"> ● Compensation <ul style="list-style-type: none"> ○ Importance of compensation ○ Compensation system ○ Equity theory of motivation and its strategic significance ○ Job evaluation for determining compensation 	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
11	<ul style="list-style-type: none"> ● Employee Relations <ul style="list-style-type: none"> ○ Decline of union membership ○ Why employees unionize ○ Alternative forms of representation 	Lecture, Discussions, Problem solving	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
12	<ul style="list-style-type: none"> ● Employee Separation and Retention Management <ul style="list-style-type: none"> ○ Causes of employee turnovers ○ Workforce management strategies ○ Performance replaceability strategy matrix ○ Outcomes of Managed Turnover and Retention 	Lecture, Discussions, Problem solving, Group work	Assignment, Term Project, Quiz, Final Exam	CLO1, CLO5
13	<ul style="list-style-type: none"> ● Global Human Resource Management <ul style="list-style-type: none"> ○ Requirements of International HRM ○ Strategies for expanding internationally ○ Hofstede's culture difference dimensions ○ Hall's model of cultural differences ○ Determining expatriate compensation ○ Repatriation 	Lecture, Discussions, Problem solving, Group work	Assignment, Term Project, Quiz, Final Exam	CLO2, CLO4
14	<ul style="list-style-type: none"> ● Group Presentation and Review 			

HRM750 Strategic HRM and application of integrated organizational models

A. Course General Information:

Course Code:	HRM750
Course Title:	Strategic HRM and application of integrated organizational models
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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 EMBA 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
CLO1	Differentiate between the HR concepts strategies and the applicability in distinct organizations
CLO2	Apply the understanding about org's competitive advantage and the org's positions
CLO3	Analyze and Apply various matrices like IFE matrix, EFE matrix, SWOT analysis, BPM matrix, CA plotting etc.
CLO4	Evaluate the diversified managerial theories in the global context such as innovation management.
CLO5	Assess and comprehend the detailed know-how of integrated models and its applications of the HRM concepts, techniques and ideas in the Global Context.

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 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"> ● Introductions <ul style="list-style-type: none"> ○ Introduction to SHRM ○ Organization's Factors ○ Competitive Advantage ○ OB Model ○ 3 layers and connections 	<ul style="list-style-type: none"> ● Survey on Background and Knowledge ● Lecture and Discussions 	Quiz Assignment Presentation Mid-term	CLO1, CLO3, CLO4, CLO5
2	<ul style="list-style-type: none"> ● CA Matrices <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ● Space Matrices <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ○ Algorithm ○ Matrix transformation 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2, CLO4
3	<ul style="list-style-type: none"> ● External Factors Versus Internal Factors <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ○ Algorithm 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
4	<ul style="list-style-type: none"> ● EFEX Matrix <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ○ Algorithm 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
5	<ul style="list-style-type: none"> ● IFEX Matrix <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ○ Algorithm 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Mid-term	CLO1, CLO2

			Final Term	
6	<ul style="list-style-type: none"> ● BPM Matrix <ul style="list-style-type: none"> ○ Other Matrices ○ Factors ○ Company Equations 	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO2
7	<ul style="list-style-type: none"> ○ Revision for Midterm ○ Project Discussion 	● Lecture and Discussions	Quiz Assignment Presentation Mid-term Final Term	CLO1, CLO4, CLO5
7	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			CLO1, CLO4, CLO5
8	<ul style="list-style-type: none"> ● SHRM and Porters' 5 forces Model <ul style="list-style-type: none"> ○ 5 forces ● SHRM and HRM Functions – Integrations <ul style="list-style-type: none"> ○ STREETS function ○ Integrative modules ○ Soft Systems 	● Lecture and Discussions	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> ● Methods and Frameworks <ul style="list-style-type: none"> ○ Harvard ○ Michigan ○ Contingency ○ Outcome ○ AMC Framework 	● Lecture and Discussions	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO4
10	<ul style="list-style-type: none"> ● External VS Internal factors and their impacts <ul style="list-style-type: none"> ○ Factors ○ Equation ○ Plotting ○ Algorithm 	● Lecture and Discussions	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3

11	<ul style="list-style-type: none"> ● Ethical Guidelines and Good Governance ● Ethics, Justice, and Fair Treatment in Human Resource Management ● Bertrand Russell on Ethics. Similar Dichotomy Characterizes Ethics <ul style="list-style-type: none"> ○ Ethical Relationship of a FIRM ○ Organizational Factors ○ Individual Factors ○ Implementation ideas for trainer 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Final Term	CLO1, CLO5
12	<ul style="list-style-type: none"> ● Managing SHRM Globally <ul style="list-style-type: none"> ○ Comparison Analysis ○ Global Challenges ○ Cultural Factors ○ Economic Systems ○ Legal and Industrial Relations 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Quiz Assignment Presentation Final Term	CLO1, CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> ● Managing HR Globally <ul style="list-style-type: none"> ○ Challenges ○ Cultural Factors ○ Economic Systems ○ Legal and Industrial Relations <ul style="list-style-type: none"> ● Sustainability and SHRM <ul style="list-style-type: none"> ○ Challenges ○ Cultural Factors ○ Economic Systems ○ Legal and Industrial Relations 	<ul style="list-style-type: none"> ● Lecture and Discussions ● Class Task 14 	Quiz Assignment Presentation Final Term	CLO1, CLO5
14	Group presentations and review			

HRM751 Performance Appraisal System

A. Course General Information:

Course Code:	HRM751
Course Title:	Performance Appraisal System
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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
CLO1	Apply detailed analysis of the functional knowledge regarding Performance appraisal system along with its distinct approaches, types and objectives in the organizational context
CLO2	Exhibit the critically learnt and adopted methods of performance appraisal system and their usages in distinct organizational context through case studies or projects
CLO3	Measure the targets as per job descriptions and job specifications and know the methods to synthesize those with the reward system for motivational purposes
CLO4	Synthesize the appraisal system with the compensation packages
CLO5	Critically differentiate between the motivational factors and employees' performances to distinctly perceive these significances of the organizational context
CLO6	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			✓						

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

Week	Topics	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> ● Introductions <ul style="list-style-type: none"> ○ Performance Appraisal ○ Research and Practice 	<ul style="list-style-type: none"> ● Survey on Background and Knowledge ● Lecture and Discussions 	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO3. CLO4
2	<ul style="list-style-type: none"> ● Performance Appraisal Approaches and Types <ul style="list-style-type: none"> ○ Job descriptions ○ Job specifications ○ Targets 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Performance Appraisal Objectives and Goals <ul style="list-style-type: none"> ○ Job descriptions ○ Job specifications ○ Targets 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> ● Project Discussion and Instruction 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Assignment. Quiz, Midterm	CLO1, CLO2

	<ul style="list-style-type: none"> ○ FGD ○ Survey ○ In-Depth Interview ○ Qualitative Methods and Paradigms ○ Quantitative Methods ○ Develop the Module 	<ul style="list-style-type: none"> ● Classroom Activity 	Exam, Final Exam	
5	<ul style="list-style-type: none"> ● Four Key Challenges to PA ○ Challenges ○ Linking Key PA challenges with strategy and organizational goals ○ Linking Key PA challenges with individual employee goals 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Assignment. Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> ● Performance Appraisal ○ Critical Incident ○ Behavioral Observation ○ Forced Distribution ○ Management by Objectives (MBO) ○ TQM ○ 360 degrees ○ Rating Scales 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Assignment. Quiz, Midterm Exam, Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> ● Review for Midterm Exam ● Midterm Examination 	<ul style="list-style-type: none"> ● Lecture and Discussions 	Midterm Exam	
8	<ul style="list-style-type: none"> ● Obtaining Information and Evaluating Performance ○ Rating Scales ○ Rating Trainer 	<ul style="list-style-type: none"> ● Lecture and Discussions ● Activity 	Assignment. Quiz, Term project, Final Exam	CLO2, CLO4, CLO5

9	<ul style="list-style-type: none"> ● How Context Influences Performance Appraisal ● How Organizations Apply Performance Appraisal <ul style="list-style-type: none"> ○ Contextual Factors ○ 5 factors ○ 7 Significances 	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO2, CLO3, CLO4
10	<ul style="list-style-type: none"> ● Giving and Receiving Feedback mechanisms <ul style="list-style-type: none"> ○ Pay Level Survey ○ Pay Level Structure ○ Pay Level Strategy 	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> ● Dealing with reactions and attitudes <ul style="list-style-type: none"> ○ Industrial Case Studies ○ Bangladeshi and Multi-Countries' 	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO6
12	<ul style="list-style-type: none"> ● Evaluating Performance Ratings <ul style="list-style-type: none"> ○ Building Better Performance Appraisal Systems ○ Sustainability in PAS 	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO1, CLO5, CLO6
13	<ul style="list-style-type: none"> ● Continual Improvement ● The Future of Evaluation in Performance Improvement <ul style="list-style-type: none"> ○ Evaluation and Measurement in performance improvement today 	● Lecture and Discussions	Assignment. Quiz, Term project, Final Exam	CLO2
14	Group Presentation and Review		Group Activity	

HRM752 Human Resource Planning Policies and Staffing

A. Course General Information:

Course Code:	HRM752
Course Title:	Human Resource Planning Policies and Staffing
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Mandatory elective course in the Human Resources Management Major
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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)

SL.	CLO Description
CLO1	Recognize the benefits of strategic human resource planning and determining the HR demand and ascertaining HR supply
CLO2	Assess different HRP Processes aligned with business strategies
CLO3	Evaluate the environmental and technological factors such as the economy, competition, legislation and information technology affecting the Human Resources Planning
CLO4	Analyze various HR topics which are related to HR Planning including; job analysis, HR forecasting, succession planning, downsizing and restructuring, international HRM.
CLO5	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
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"> ● Strategic Management <ul style="list-style-type: none"> ○ Strategic Management at The Bay ○ A Need for Strategic HRM ○ Strategy ○ Strategic Types ○ Corporate Strategies ○ Business Strategies ○ The Strategic Planning Process ○ Analyze the External Environment ○ Identify the Competitive Advantage ○ Determine the Competitive Position ○ Implement the Strategy ○ Evaluate the Performance ○ Benefits of Strategy Formulation 	<p>Discussion</p> <p>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>Presentation</p>	CLO1
2	<ul style="list-style-type: none"> ● Aligning HR with Strategy <ul style="list-style-type: none"> ○ Strategic HRM ○ Theories of the Strategic Management of Human Resources ○ HRM Making Strategic Contributions ○ The Contingency Perspective 32 Behavioral Theory ○ Strategic HR Planning ○ The Importance of Strategic HR Planning ○ Improved Goal Attainment ○ Linking HR Processes to Strategy ○ Corporate Strategy Leads to HR Strategy ○ HR Competencies Lead to Business Strategy 	<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

	<ul style="list-style-type: none"> ○ Reciprocal Interdependency Between HR Strategy and Business Strategy ○ HR Becomes a Business ○ Partner Strategic Partnering ○ Becoming More Strategic ○ HR Strategy Differentiation ○ Characteristics of an Effective HRM Strategy 			
3	<ul style="list-style-type: none"> ● Outsourcing <ul style="list-style-type: none"> ○ Outsourcing 3 ○ Outsourcing HRP Functions ○ The Rationale for Outsourcing ○ Financial Savings ○ Strategic Focus ○ Advanced Technology ○ Improved Service ○ Specialized Expertise ○ Organizational Politics ○ Benefits to Canada ○ Risks and Limitations of Outsourcing ○ Projected Benefits versus Actual Benefits ○ Service Risks ○ Employee Morale ○ Security Risks ○ Reduced Value ○ Management of Outsourcing ○ Selecting the Vendor Negotiating the Contract ○ Monitoring the Arrangement ○ Policy Options to Limit Outsourcing 	<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
4	<ul style="list-style-type: none"> ● Environmental Influences on HRM <ul style="list-style-type: none"> ○ Environmental Scanning at GM ○ Introduction ○ Environmental Scanning Sources and Methods ○ Sources of Information ○ Methods of Forecasting ○ Competitive Intelligence ○ Challenges in Environmental Scanning 	<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>	CLO3 CLO5

	<ul style="list-style-type: none"> ○ Isolating the Critical from the Insignificant ○ Environmental factors 			
5	<ul style="list-style-type: none"> ● The HR Forecasting Process <ul style="list-style-type: none"> ○ What Is HR Forecasting? ○ The Strategic Importance of HR Forecasting 81 Increasing Organizational Flexibility ○ Ensuring a Close Linkage to the Macro Business Forecasting Process ○ Ensuring That Organizational Requirements Take Precedence Over Issues of Resource Constraint and Scarcity ○ The Value of Human Capital to the Firm ○ Generic Human Capital ○ Firm-Specific Human Capital ○ Human Capital Stock and Flows ○ Key Human Capital Analyses Conducted by HR Forecasters ○ Strategic Forecasting ○ The Forecasting Process and Methods ○ Environmental and Organizational Factors Affecting HR Forecasting 	<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>
6	<ul style="list-style-type: none"> ● Determining HR Demand <ul style="list-style-type: none"> ○ Increase in Uncertainty Around the Demand for Labor in Canada ○ Forecasting Demand ○ Certainty in Forecasting ○ Volume and Complexity of Available Data ○ Quantitative Methods ○ Trend/ Ratio Analysis ○ Time Series Models ○ Regression Analysis ○ Structural Equation Modelling ○ Qualitative Forecasting Techniques ○ Management Survey 	<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>

	<ul style="list-style-type: none"> ○ Scenario Planning ○ Delphi Technique ○ Nominal Group Technique ○ HR Budgets/ Staffing Tables ○ Combining Quantitative and Qualitative Methods 			
7	<ul style="list-style-type: none"> ● Change Management ○ Understand organizational change. ○ Role of change as part of organizational planning. ○ Steps of a generic change project. ○ Process of planned change. ○ Emergent change occurs. ○ Principles of a learning organization. ○ Principles of a learning organization 	Discussion and Case Study Articles	Quiz Presentation Mid-term Group work Individual Assignment	CLO2 CLO4
	<ul style="list-style-type: none"> ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Ascertaining HR Supply ○ Aboriginal People: A Growing Labor Source ○ Segmenting the Internal Supply of Human Capital ○ HR Supply Programs ○ The Role of Employers in Influencing Supply ○ Other Labor Pools ○ Influence of Government Programs ○ HR Retention Programs ○ Methods for Modelling the Supply of Human Capital ○ Skills and Management Inventories ○ Markov Models ○ Linear Programming and Simulation Movement Analysis ○ Vacancy Model ○ Substitution and Other Gap Strategies Managing the Bullwhip Effect 	Discussion and Case Study Articles	Quiz Presentation Group work Individual Assignment. Final exam	CLO3 CLO5
9	<ul style="list-style-type: none"> ● Succession Management 			

	<ul style="list-style-type: none"> ○ Succession Management at Edwards Life sciences ○ Importance of Succession Management ○ Evolution of Succession Management ○ Broader Focus ○ Time Horizon ○ Talent Pools ○ Rating system ○ Succession Management Process 	<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>	CLO1
10	<ul style="list-style-type: none"> ● Information Technology for HR Planning ○ Software for HR Planning ○ IT and HRM New Service Delivery Models ○ Web-based HR ○ Enterprise Portals ○ Self-Service 201 ○ Different Solutions for Different Needs ○ Big Data ○ Artificial Intelligence and Machine Learning ○ Ethics and Big Data 206 HR Metrics and Workforce Analytics ○ Maximizing the Benefits of HR Metrics ○ Other Aspects of IT for HR Planning ○ Evaluating HR Technology 	<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>	CLO3 CLO5
11	<ul style="list-style-type: none"> ● Downsizing and Restructuring ○ Downsizing: A Thing of the Past? ○ The Downsizing Phenomenon ○ The Future of Work ○ Inplacement and Outplacement Issues ○ The "Survivors" of Downsizing ○ Financial Performance and Downsizing ○ The "New Deal" in Employment and the Psychological Contract 	<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>	CLO1 CLO2

12	<ul style="list-style-type: none"> ● Mergers and Acquisitions <ul style="list-style-type: none"> ○ Big Is Beautiful ○ Mergers and Acquisitions ○ The Urge to Merge ○ Strategic Benefits Financial Benefits and Management Needs ○ Merger Methods ○ The Success Rate of Mergers ○ Financial Impact ○ Impact on Human Resources ○ Cultural Issues in Mergers ○ HR Issues ○ HR Planning ○ Selection ○ Compensation ○ Performance Appraisal ○ Training and Development ○ Labor Relations 	<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>CLO2</p> <p>CLO5</p>
13	<ul style="list-style-type: none"> ● Outsourcing <ul style="list-style-type: none"> ○ Concept of Outsourcing and HRP ○ Reasons for outsourcing functions and programs of outsourcing ○ Limitations of outsourcing ○ Criteria for managing the outsourcing relationship 	<p>Discussion and Case Study</p> <p>Individual Presentation</p>	<p>Quiz</p> <p>Presentation</p> <p>Group work</p> <p>Individual Assignment.</p> <p>Final exam</p>	<p>CLO2</p> <p>CLO5</p>
14	<ul style="list-style-type: none"> ● Review and Presentation 			<p>CLO2</p> <p>CLO3</p>

HRM753 Leadership and Interpersonal Relations

A. Course General Information:

Course Code:	HRM753
Course Title:	Leadership and Interpersonal Relations
Credit Hours:	3

Contact Hours/Week:	3
category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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
CLO1	Assess leadership values and know about the managerial values and leadership skills of various sorts
CLO2	Evaluate the interpersonal relationships by managing people, fostering effective communication and attribute of better leadership
CLO3	Analyze processes and strategies in dealing with conflicts and stress management in the company and utilizing power and influence
CLO4	Identify the sustainable organizational culture for individual and organizational prosperity with greater leadership
CLO5	Apply leadership theories effective for employee interpersonal relationship development
CLO6	Recognize 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
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"> • Understanding Leadership <ul style="list-style-type: none"> ○ What Is Leadership? ○ Leadership Is Both a Science and an Art ○ Leadership Is Both Rational and Emotional • Leadership and Management 8 Leadership Myths <ul style="list-style-type: none"> ○ Myth: Good Leadership Is All Common Sense ○ Myth: Leaders Are Born, Not Made ○ Myth: The Only School You Learn Leadership from Is the School of Hard Knocks ○ The Interactional Framework for Analyzing Leadership ○ The Leader ○ The Followers ○ The Situation ○ Illustrating the Interactional Framework: Women in Leadership Roles ○ There Is No Simple Recipe for Effective Leadership 	<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"> • Leadership and Interpersonal skill development <ul style="list-style-type: none"> ○ The Action–Observation–Reflection Model ○ Interpersonal skill cycle ○ The Key Role of Perception in the Spiral of Experience ○ Reflection and Leadership Development ○ Making the Most of Your Leadership Experiences: Learning to Learn from Experience 	<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>CLO2</p>

	<ul style="list-style-type: none"> ○ Leader Development in College ○ Leader Development in Organizational Settings ○ Action Learning ○ Development Planning ○ Coaching ○ Mentoring 		Presentation	
3	<ul style="list-style-type: none"> ● Skills for Developing Yourself as a Leader <ul style="list-style-type: none"> ○ Your First 90 Days as a Leader ○ Learning from Experience ○ Building Technical Competence ○ Building Effective Relationships with Superiors ○ Building Effective Relationships with Peers ○ Development Planning 	<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>	CLO4
4	<ul style="list-style-type: none"> ● Leadership Ethics and Values <ul style="list-style-type: none"> ○ Leadership and “Doing the Right Things” ○ Ethics and Values-Based Approaches to Leadership ○ The Roles of Ethics and Values in Organizational Leadership 	<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>	CLO5
5	<ul style="list-style-type: none"> ● Power and Influence <ul style="list-style-type: none"> ○ Power and Leadership <ul style="list-style-type: none"> ▪ -Sources of Leader Power ▪ -A Taxonomy of Social Power ▪ -Expert Power ▪ -Referent Power ▪ -Legitimate Power ▪ -Reward Power ▪ -Coercive Power ○ Influence Tactics ○ Types of Influence Tactics ○ Influence Tactics and Power ○ A Concluding Thought about Influence Tactics 	<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>	CLO3 CLO5
6	<ul style="list-style-type: none"> ● Leadership Attributes and Interpersonal Skill Development <ul style="list-style-type: none"> ○ Personality Traits and Leadership 		Quiz	

	<ul style="list-style-type: none"> ○ Personality Types and Leadership ○ Intelligence and Leadership ○ Emotional Intelligence and Leadership ○ Can Emotional Intelligence Be Measured and Developed? ○ Implications of Emotional Intelligence ○ Processes of developing interpersonal skills 	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Group Assignment</p> <p>Individual Assignment</p> <p>Mid-term Presentation</p>	CLO2
7	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Skills for Building Personal Credibility and Influencing Others <ul style="list-style-type: none"> ○ Building Credibility ○ Communication and listening ○ Listening ○ Assertiveness ○ Conducting Meetings ○ Effective Stress Management ○ Problem Solving ○ Improving Creativity 	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p> <p>Presentation</p> <p>Final Exam</p>	CLO1 CLO3 CLO5
9	<ul style="list-style-type: none"> ● Motivation, Satisfaction, and Performance <ul style="list-style-type: none"> ○ Defining Motivation, Satisfaction, and Performance ○ Understanding and Influencing Follower Motivation <ul style="list-style-type: none"> ▪ Maslow's Hierarchy of Needs: How Does Context Affect Motivation? ▪ Achievement Orientation: How Does Personality Affect Motivation? ▪ Goal Setting: How Do Clear Performance Targets Affect Motivation? ▪ The Operant Approach: How Do Rewards and Punishment Affect Motivation? ▪ Empowerment: How Does Decision-Making Latitude Affect Motivation? 	<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"> ● Skills for Developing Others <ul style="list-style-type: none"> ○ Setting Goals ○ Providing Constructive Feedback ○ Team Building for Work Teams ○ Building High-Performance Teams: The Rocket Model ○ Delegating ○ Common Reasons for Avoiding Delegation ○ Principles of Effective Delegation ○ Coaching ○ The Organization ○ The Environment ○ Leading across Societal Cultures 	<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"> ● Contingency Theories of Leadership <ul style="list-style-type: none"> ○ Leader–Member Exchange (LMX) Theory ○ The Normative Decision Model ○ The Situational Leadership® Model ○ The Contingency Model ○ The Path–Goal Theory 	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Individual Presentation</p> <p>Group Work submission</p>	<p>CLO1</p>
12	<ul style="list-style-type: none"> ● Skills for Optimizing Leadership as Situations Change <ul style="list-style-type: none"> ○ Interpersonal skills to manage online and offline teams ○ Creating a Compelling Vision ○ Managing conflict ○ Negotiation ○ Diagnosing Performance Problems in Individuals, Groups, and Organizations 	<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>CLO2</p> <p>CLO5</p>
13	<ul style="list-style-type: none"> ● Understanding and Influencing Follower Satisfaction <ul style="list-style-type: none"> ○ Global, Facet, and Life Satisfaction ○ Three Theories of Job Satisfaction ○ Affectivity: Is the Cup Half Empty or Half Full? 	<p>Discussion and Case Study</p>	<p>Quiz</p> <p>Group Assignment</p> <p>Individual Assignment</p>	<p>CLO1</p> <p>CLO3</p> <p>CLO5</p>

	<ul style="list-style-type: none"> ○ Herzberg's Two-Factor Theory: Does Meaningful Work Make People Happy ○ Organizational Justice: Does fairness matter 		Final-term Presentation	
14	Review and Presentation			CLO2 CLO4 CLO6

HRM755 Industrial Relations and Labor Laws

A. Course General Information:

Course Code:	HRM755
Course Title:	Industrial Relations and Labor Laws
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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 synthetization. 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.

E. Course Learning Outcomes (CLOs):

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

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

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

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

	<ul style="list-style-type: none"> ○ Operation in Bangladesh and international context. 		<p>Group Assignment</p> <p>Mid-term Exam</p>	
4	<ul style="list-style-type: none"> ● Conciliation Service <ul style="list-style-type: none"> ○ Organization and operation ○ Subjective and objective ○ Conditions of conciliation in Bangladesh. 	<ul style="list-style-type: none"> ● Lecture and Discussions 	<p>Quiz</p> <p>Presentation</p> <p>Individual</p> <p>Group Assignment</p> <p>Mid-term Exam</p>	CLO1, CLO2
5	<ul style="list-style-type: none"> ● Adjudication Machinery <ul style="list-style-type: none"> ○ Organization and operation of labor courts ○ Problems encountered. 	<ul style="list-style-type: none"> ● Lecture and Discussions 	<p>Quiz</p> <p>Presentation</p> <p>Individual</p> <p>Group Assignment</p> <p>Mid-term Exam</p>	CLO1, CLO2
6	<ul style="list-style-type: none"> ● Employee Discipline and Grievance Procedure <ul style="list-style-type: none"> ○ Concepts, ○ Steps in disciplinary action ○ Domestic enquiry ○ Charge sheet ○ Causes of Grievances Grievance procedure. 		<p>Quiz</p> <p>Presentation</p> <p>Individual</p> <p>Group Assignment</p> <p>Mid-term Exam</p>	
7	<ul style="list-style-type: none"> ● Legal Institutions and the Regulation of Workplaces 	<ul style="list-style-type: none"> ● Lecture and Discussions 	<p>Quiz</p> <p>Presentation</p> <p>Individual</p> <p>Group Assignment</p> <p>Mid-term Exam</p>	CLO1, CLO2

	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Bangladesh and ILO: Objectives, ○ Structure and finance of ILO ○ Impact of ILO on the labor scene of Bangladesh. 	● Lecture and Discussions	Quiz Term paper Final Exam	CLO1, CLO4, CLO5
9	<ul style="list-style-type: none"> ● Labor Relations, Legal Institutions and The Regulation of Workplaces ○ Overview of various legal institutions ○ Global and international associations 	● Lecture and Discussions	Quiz Term paper Final Exam	CLO1, CLO2, CLO3
10	<ul style="list-style-type: none"> ● Role of Government ○ Government role in different areas of industrial relations ○ formulation of labor policies ○ Labor legislation ○ Interventions in wages issues ○ Service regulations ○ Dispute resolution. 	● Lecture and Discussions	Quiz Term paper Final Exam	CLO1, CLO2, CLO4
11	<ul style="list-style-type: none"> ● Participative Management and Industrial ○ Democracy's Determinants ○ German and Yugoslavian experiences, ○ Experience in Bangladesh. 	● Lecture and Discussions	Quiz Term paper Final Exam	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> ● Equality and Diversity: The Ultimate Industrial Relations Concern ○ Concepts of equality ○ Considerations in equality ○ Remote work and equality ○ Laws and rules for quality ○ Beyond gender for equality 	● Lecture and Discussions	Quiz Term paper Final Exam	CLO1, CLO2, CLO3, CLO4
13	● Sustainability IR dynamics	● Lecture and Discussions	Quiz	CLO1, CLO5

	<ul style="list-style-type: none"> ○ Rules and regulations for the environmental issues in micro level ○ Rules and regulations for the environmental issues in micro level ○ Relationships between environmental approaches and IR dynamics 		Term paper Final Exam	
14	Review and Presentation			

HRM759 Technology and Tools for Managing HR System

A. Course General Information:

Course Code:	HRM759
Course Title:	Technology and Tools for Managing HR System
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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 EMBA 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
CLO1	Leverage knowledge management technology to create leading edge HR practices.
CLO2	Use HR technology for delivery of HR related services.
CLO3	Recognize trends in technology and their resultant applications to HR.
CLO4	Build tracking systems using information technology for HR measurement.
CLO5	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
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"> ● Introduction to HR Technology <ul style="list-style-type: none"> ○ You will start by exploring the context of digital transformation. ○ See how the world, business and HR are changing. ○ Why digital strategy is essential. You will also take a closer look at HR technology ○ Why HR needs to invest in technology? 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
2	<ul style="list-style-type: none"> ● Internal Alignment and HR Analytics <ul style="list-style-type: none"> ○ We will dive deeper into the foundations of digital HR strategy. ○ 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. ○ How to integrate apps into the bigger picture. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
3	<ul style="list-style-type: none"> ● Overview of different types of HR technology. <ul style="list-style-type: none"> ○ Emerging technologies 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO3, CLO5

	<ul style="list-style-type: none"> ○ Industry 1.0 and beyond ○ Using HR Technology to achieve organizational outcomes in areas such as Recruitment, ○ Performance Evaluation, ○ Payroll 		Exam, Final Exam	
4	<ul style="list-style-type: none"> ● Creating a Digital HR Strategy ○ Cost justification – return on investment for HR ○ Communicating recommendations to stakeholders 			CLO1, CLO4
5	<ul style="list-style-type: none"> ● Selecting HR Technology ○ The HR Technology Needs Analysis Process ○ Evaluating Your HRMS Vendor Candidates ○ Selecting Your HRMS Solution Provider 	Lecture and Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> ● Selecting HR Technology ○ Using HRIS to Improve Payroll and Staff Retention ○ Exploring Case studies about how Leading MNC's use HRIS to improve efficiency ○ Students are required to bring laptop 		Written Exam consisting of MCQ + Open-ended Questions	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> ● The HR Value Pyramid Model ○ Understanding how the different components of the HR value chain work. ○ Interdependencies ○ Interactions 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			
8	<ul style="list-style-type: none"> ○ In-Class Exercise: "Using Predictive Analysis to Improve Turnover and Absenteeism" ○ Lecture and Discussions ○ Recommended Viewing: "How Unilever uses Predictive Hiring techniques to maximize Staff Retention" [YouTube] 		Exam consisting of MCQ's + Open-ended Questions	CLO1, CLO2, CLO3

9	<ul style="list-style-type: none"> ● Implementing HR Technology <ul style="list-style-type: none"> ○ It's time to focus on implementing your chosen tools. This week dives into the five phases of HR tech implementation, from Plan and ○ Align to Deploy and Sustain. ○ You will also learn more about creating a change plan and how effective communication can make your newly implemented tool a success. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO5
10	<ul style="list-style-type: none"> ● Analyzing HR metrics data <ul style="list-style-type: none"> ○ Introduction to data cleaning ○ Introduction to data analysis ○ Usage of AI in Hiring Process 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> ● Evaluating HR Technology <ul style="list-style-type: none"> ○ Successfully evaluating HR Technology - Part I ○ ○ Successfully evaluating HR Technology - Part II ○ ○ The Change Plan: How to Make It Work ○ ○ 7 Practical Tips on HR Tech Implementation 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> ● Outsourcing in Digital era <ul style="list-style-type: none"> ○ Outsourcing concepts and practice ○ Reasons outsource functions and programs ○ Advantages of outsourcing ○ Privacy and confidentiality issues in online outsourcing ○ Criteria and processes for managing outside employees 	Lecture, Discussions, Problem solving Case study	Exam Case studies Assignment Quiz Assignment	CLO1, CLO4

13	<ul style="list-style-type: none"> ● HR Assessment and Analytics <ul style="list-style-type: none"> ○ HRM activities through workforce analytics ○ 5C model of HRM impact ○ Compliance with laws and regulations ○ Client Satisfaction ○ Culture Management within HR analytics ○ Challenging in measuring effectiveness of HR analytics ○ HR scorecard, separate of cause and effective ○ Future of HR analytics 	Lecture, Discussions, Problem solving Case study	Exam Case studies Assignment Quiz Assignment	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> ● Review and Presentation 			

HRM760 Management of Organizational Change and Sustainability

A. Course General Information:

Course Code:	HRM760
Course Title:	Management of Organizational Change and Sustainability
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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
CLO1	Recognize how the principles, functions and operations of businesses align with the sustainable issues.
CLO2	Identify the challenges, risks and opportunities for management and other internal employees due to the business environment
CLO3	Analyze real world business problems through sustainable management cases and term paper and present an HR based solution at an effective and efficient manner
CLO4	Assess how HR and management can retain positive workplace culture by keeping ethics, society, diversity and teamwork at the center, while assisting the organization towards implementing change

CLO5	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 EMBA program:

	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"> Introduction to the course <ul style="list-style-type: none"> Sources for Understanding Organization Change Introduction and Overview A Short Story of Launching Organization Change 	Lecture, Discussions, Case, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<ul style="list-style-type: none"> Rethinking Organization Change <ul style="list-style-type: none"> The Paradox of Planned Organization Change 	Lecture, Discussions,	Assignment (ungraded), Quiz,	CLO1

	<ul style="list-style-type: none"> ○ Personal Declarations and Points of View 	Problem solving, Group work	Midterm Exam, Final Exam	
3	<ul style="list-style-type: none"> ● A Brief History of Organization Change <ul style="list-style-type: none"> ○ Scientific Management ○ Hawthorne studies ○ Industrial Psychology ○ Survey feedback ○ Sensitivity Training ○ Sociotechnical settings ○ Organization development ○ Coercion and Confrontation ○ Management consulting 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> ● Theoretical Foundations of Organizations and Organization Change <ul style="list-style-type: none"> ○ Open-System Theory ○ Characteristics of Open Systems ○ Capra's Three Criteria for Understanding Life ○ Implications for Organizations and Organization Change 	Lecture, Discussions, Case, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
5	<ul style="list-style-type: none"> ● The Nature of Organization Change <ul style="list-style-type: none"> ○ Revolutionary Change ○ Revolutionary Change: Case Example ○ Evolutionary Change ○ Evolutionary change: Case Example 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
6	<ul style="list-style-type: none"> ● Levels of Organization Change: Individual, Group, and Larger System <ul style="list-style-type: none"> ○ Change in Organizations at the Individual Level ○ Individual Responses to Organization Change ○ Change in Organizations at the Group Level ○ Group Responses to Organization Change ○ Change in Organizations at the Larger-System Level ○ System Responses to Organization Change 	Lecture, Discussions, Case, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO5

7	<ul style="list-style-type: none"> • Midterm <ul style="list-style-type: none"> ○ Sustainability and its impact on the organizational change ○ Business environment maintaining sustainability 		Midterm Examination	
8	<ul style="list-style-type: none"> • Organization Change: Research and Theory <ul style="list-style-type: none"> ○ Reviews of Organization Change Research ○ Recent Approaches to Research and Theory ○ Organization Models ○ Organization Change ○ Theory Current Thinking on Organization Change and Research 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1
9	<ul style="list-style-type: none"> • Conceptual Models for Understanding Organization Change <ul style="list-style-type: none"> ○ Content: What to Change ○ Process: How to Change—A Theoretical Framework ○ Lewin's Three Steps ○ Phases of Planned Change ○ Mini-Theories Related to Organization Change ○ The Content and Process of Strategic Change in Organizations ○ Strategies for Effecting Change in Human Systems 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1
10	<ul style="list-style-type: none"> • Integrated Models for Understanding Organizations and for Leading and Managing Change <ul style="list-style-type: none"> ○ Weisbord's Six-Box Model ○ The Nadler–Tushman Congruence Model ○ Tichy's TPC (Technical, Political, Cultural) Framework 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4
11	<ul style="list-style-type: none"> • Organizational Culture Change <ul style="list-style-type: none"> ○ Experiencing organizational culture ○ HR's role towards changing organization culture ○ Case of British Airways ○ Case of a Bangladeshi Company 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4

12	<ul style="list-style-type: none"> • Transformational Leadership for sustainable approaches <ul style="list-style-type: none"> ○ Defining different Leaderships ○ Roles of transformational leader in change ○ Characteristics of Executive Leadership ○ Roles of executive leadership in change 	Lecture, Discussions, Problem solving	Assignment, Term paper, Final Exam	CLO1, CLO4
13	<ul style="list-style-type: none"> • Leading Organization Change with sustainability considerations <ul style="list-style-type: none"> ○ The Prelaunch Phase ○ The Launch Phase ○ Further Implementation ○ Sustaining the Change 	Lecture, Discussions, Problem solving, Group work	Assignment, Term paper, Final Exam	CLO1, CLO3, CLO4, CLO5
14	Review and Presentation			

HRM761 Compensation Policy

A. Course General Information:

Course Code:	HRM761
Course Title:	Compensation Policy
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	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 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
CLO1	Identify key terms in international compensation management
CLO2	Evaluate the performance appraisal challenges in their respective work environment.
CLO3	Demonstrate an understanding of key terms, theories/concepts and practices within the field of compensation management.

CLO4	Compare trends and challenges in the global work environment and the enduring context in which compensation management functions and activities are conducted.
CLO5	Assess the different methods of performance appraisal systems in work groups and work teams and the models of team development.
CLO6	Apply the related theories as tools for analyzing 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
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"> ● Introduction to Compensation Management: <ul style="list-style-type: none"> ○ Definition of Compensation and 	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm	

	Compensation <ul style="list-style-type: none"> ○ Management, Objectives of Compensation, ○ Compensation and Organization ○ Strategy, Pay and Social Class. 		Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> ● Introducing the Pay Model and Pay Strategy ○ Forms of Pay ○ Cash Compensation: Incentives, ○ Long-Term Incentives, Benefits: Income ○ Protection, Benefits: Work/Life Balance, ○ Benefits: Allowances, ○ Total Earnings Opportunities: ○ Present Value of a Stream of Earnings ○ Pay Models <ul style="list-style-type: none"> ○ 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> ● Strategy: The Totality of Decisions ○ Strategic Choices, HR Strategy ○ The Pay Model Guides Strategic Pay Decisions, ○ Compensation Strategy: Four Steps, ○ Map a Total Compensation Strategy ○ Source of Competitive Advantage 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam.	CLO2
4	<ul style="list-style-type: none"> ● Microeconomic Compensation Concepts: ○ Job Analysis, ○ Job Description, ○ Job Evaluation-Definition 		Assignment, Quiz, Midterm	

	of Job Evaluation, <ul style="list-style-type: none"> ○ Importance, ○ Process, Methods- A Point-factor ○ Method and Other Methods of Job Evaluation. 	Discussion on the Scheduled Topics and Articles	Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> ● Measuring and Paying for Performance Plans: <ul style="list-style-type: none"> ○ Definition of Pay for Performance, ○ Specify pay for performance plan, ○ Short term individual incentive plan, ○ Team incentive plans, Profit sharing plans, ○ Earnings at risk plan, ○ Group incentives plans, and ○ Explosive interest in long-term plans. 	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> ● Surveying Market Pay and Compensation Practices: <ul style="list-style-type: none"> ○ Determining the Need for a Survey, ○ Pay Survey Problems, ○ Preparing for Pay Survey. 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
7	<ul style="list-style-type: none"> ● Pay-for-Performance Plans <ul style="list-style-type: none"> ○ Specific Pay-for-Performance Plans ○ Short Term Merit Pay, Lump-Sum Bonuses, ○ Individual Spot Awards, ○ Individual Incentive Plans, ○ Individual Incentive Plans: Advantages and Disadvantages, ○ Individual Incentive 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4

	Plans: Examples, <ul style="list-style-type: none"> ○ Explosive Interest in Long-Term Incentive Plans, ○ Employee Stock Ownership Plans, ○ Performance Plans (Performance Share and Performance Unit), ○ Broad-Based Option Plans (BBOPs), ○ Combination Plans: ○ Mixing Individual and Group 			
	<ul style="list-style-type: none"> ● Review Session ● Mid-Term Examination 			
8	<ul style="list-style-type: none"> ● Performance Appraisals ○ The Role of Performance Appraisals in Compensation ○ Decisions, Performance Metrics, ○ Strategies for Better Understanding and ○ Measuring Job Performance, ○ The Performance ○ Evaluation Process 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Final Exam	CLO5
9	<ul style="list-style-type: none"> ● Employees Motivation and Performance Evaluation ○ Drives, Human Needs, Behavior Modification, Goal Setting, Expectancy Model, Equity Model, Basic idea about Performance ○ Purposes of Performance Evaluation ○ Methods of Performance Evaluation 	Assignment Submission, Case Analysis,	Assignment, Quiz, Term	CLO5

	<ul style="list-style-type: none"> ○ Improving Performance ○ Evaluations ○ Providing Performance Feedback 	Articles Review	Paper, Final Exam	
10	<ul style="list-style-type: none"> ● Performance Management, Compensation, Benefits, Payroll, and the HRIS: ○ Introduction to Performance, ○ Rewards, and Payroll, ○ Performance Management, ○ Compensation, Benefits, ○ Payroll. 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO4, CLO5
11	<ul style="list-style-type: none"> ● Compensation of Special Groups ○ Who Are Special Groups? ○ Compensation Strategy for Special Groups, ○ Supervisors, Corporate Directors, Executives, ○ High-Technology Industries, Sales Forces, ○ Contingent Workers, Your Turn: Compensation of ○ Special Groups 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO5, CLO6
12	<ul style="list-style-type: none"> ● Executive and International Compensation: ○ Executive Compensation, ○ Maximizing Executive Compensation Opportunities, ○ International Compensation. 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO5, CLO6
13	<ul style="list-style-type: none"> ● Pay Delivery Administration: 			

	<ul style="list-style-type: none"> ○ Compensation Administration in Bangladesh, ○ Comparative Analysis of Different ○ Pay Scales in Bangladesh. 	Discussion on the Scheduled Topics and Articles	Assignment, Quiz, Term Paper, Final Exam	CLO4, CLO5, CLO6
14	Review Class Group Presentation	Lecture and Discussions		CLO4, CLO5, CLO6

HRM763 Sustainability and Industry 4.0

A. Course General Information:

Course Code:	HRM763
Course Title:	Sustainability and Industry 4.0
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course in the Human Resources Management Concentration
Prerequisites:	MGT702 Managing Human Capital
Co-requisites:	None

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 and etc. 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 improves 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)

SL.	CLO Description
CLO1	To understand how sustainability issues, influence HRM and its role into better practices.
CLO2	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
CLO3	To discuss about the disruptive technologies that improves I4.0 and change management in micro and macro settings
CLO4	To evaluate the sustainability of HRM and its connections with I4.0
CLO5	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):

	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"> Sustainability and HRM <ul style="list-style-type: none"> Sustainability and SDGs goals and HRM Importance of Sustainability for HRM Defining Sustainability for the Business Context Sustainability and Sustainable Development: An Overview Climate change issues and HRM Evolution of HRM leading to better sustainability HRM for better organizational performance Green HRM Challenges in applying Green HRM and solutions 	<p>Discussion</p> <p>Case Study</p> <p>Articles</p>		<p>CLO1</p> <p>CLO5</p>
2	<ul style="list-style-type: none"> Remote work health managers and workplaces <ul style="list-style-type: none"> Defining 'Remote' Difference between rural and remote international remote context Workforce sustainability HRM and its offers towards sustainability and IR 4.0 	<p>Discussion and Case Study</p> <p>Articles</p>		<p>CLO1</p> <p>CLO3</p>
3	<ul style="list-style-type: none"> Remote workplaces <ul style="list-style-type: none"> Synthesis of the known rewards and challenges person fit (personal) 	<p>Discussion and Case Study</p>	<p>(Quiz 1)</p>	<p>CLO1</p> <p>CLO3</p>

	<ul style="list-style-type: none"> ○ differences between professions and their impact on the sustainability ○ IR4.0 integration in the HRM process for sustainability and remote working 	Articles		
4	<ul style="list-style-type: none"> ● Organization's Culture and its Environment <ul style="list-style-type: none"> ○ Organizational Culture and its role in developing green HRM ○ The external environment and organizational culture ○ Challenging in Managing Team in an environmental oriented team 	<p>Discussion and Case Study</p> <p>Articles</p>		CLO1
5	<ul style="list-style-type: none"> ● Sustainable remote health workforces <ul style="list-style-type: none"> ○ Workforce sustainability ○ Current remote workforce ○ Current findings about 'people' and aspects of workforce sustainability ○ place and workforce sustainability ○ Sustainable remote health of workforces. 	<p>Discussion and Case Study</p> <p>Articles</p>		CLO1 CLO4 CLO5
6	<ul style="list-style-type: none"> ● HR analytics <ul style="list-style-type: none"> ○ workforce analytics and sustainability ○ Keeping score with the scorecard ○ importance of evaluating HRM for sustainability ○ 5C model of HRM impact and association with environmental issues: compliance, client satisfaction, culture management, cost control, contribution ○ HR contributes to organizational performance ○ Measures of managers perception of effectiveness ○ Approaches to measuring HRM practices: cost-benefit analysis, utility analysis, benchmarking, HR scorecard 	<p>Discussion and Case Study</p> <p>Articles</p>	Individual Assignment Submission	CLO1 CLO2

7	<ul style="list-style-type: none"> ● Corporate Social Responsibility and Ethics <ul style="list-style-type: none"> ○ Green Management and Sustainability ○ Corporate Social Responsibility ○ Managers and Ethical Behavior ○ Encouraging Ethical behavior ○ Social Responsibility and Ethics Now and Beyond ○ Ethical Interpretations of Sustainability 	<p>Discussion and Case Study</p> <p>Articles</p>	(Quiz 2)	CLO5
8	Midterm			
9	<ul style="list-style-type: none"> ● Change Management <ul style="list-style-type: none"> ○ HR and environmental and change ○ societal, industrial and organizational level change due to environmental and technological change ○ Models of organizational change ○ Generic Model of change ○ Planned model of change ○ Development of the Planned Change Approach ○ Emergent change ○ Strategic HR and change 	<p>Discussion and Case Study</p> <p>Articles</p>		CLO3
10	<ul style="list-style-type: none"> ● IR4.0 and IT for HRM <ul style="list-style-type: none"> ○ Concept of IR4.0 ○ IR4.0 and environmental safety and energy saving ○ IT and HRM ○ New Service based delivery models ○ Different solutions for different needs ○ Big data ○ HR metrics and workforce analytics ○ IT for HR planning ○ Evolution of HR technology 	<p>Discussion and Case Study</p> <p>Articles</p>	<p>Individual Presentation</p> <p>(Quiz 3)</p>	CLO2 CLO5
11	<ul style="list-style-type: none"> ● Environmental and its influence on HRM 			

	<ul style="list-style-type: none"> Environmental scanning for HRM Models of forecasting or HR demand challenges in environmental scanning Environmental factors: economic climate, globalization, political and legislative factors, social and cultural factors, stakeholders, responding to external factors Carbon emission from workplaces and HR 	Discussion and Case Study Articles	Individual Presentation Group Work submission	CLO2 CLO5
12	<ul style="list-style-type: none"> Strategic international HRM Challenging influencing HR practices and processes workforce diversity and industry 4.0 and energy saving in workplace global workforce and flexibility for environmental wellbeing flexible labor strategies external human capital demand and supply International recruitment and selection 	Discussion and Case Study Articles		CLO1 CLO2 CLO3
13	Review	Discussion and Case Study Individual Presentation		
14	Final Examination			

Course Code and Title: HRM766 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.

ITM730 Technology Management and Innovation

A. Course General Information:

Course Code:	ITM730
Course Title:	Technology Management and Innovation
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	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
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"> ● Management of Technology and Innovation: An Overview <ul style="list-style-type: none"> ○ importance of Technology and Innovation to Business and society ○ The Study of Technology, Innovation, and Its Management ○ Key Definitions of Technology ○ The Importance of Managing Technology 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> ● Management of Technology and Innovation: An Overview(continued) <ul style="list-style-type: none"> ○ Key Definitions of Innovation ○ The Process of Managing Innovation ○ Structuring the Examination of Managing Technology and Innovations (MTI) 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> ● Strategy Process and the Management of Technology and Innovation <ul style="list-style-type: none"> ○ Strategy and MTI in strategic management ○ The Strategic Process in MTI ○ Integrating MTI and Strategy 	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> ● Innovation: Planning <ul style="list-style-type: none"> ○ Planning: A Complex Process ○ Factors affecting innovations ○ Types of Innovation ○ Innovation Planning Process ○ Technology Stages and Planning 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
5	<ul style="list-style-type: none"> ● Internal Innovation Implementation: <ul style="list-style-type: none"> ○ Key Initial Questions for Implementation ○ Key Implementation Issues ○ Crafting Portfolios of Innovation 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-	CLO3, CLO4

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

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

ITM751 Information Security, Privacy, and Policy

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

Course Code:	ITM751
Course Title:	Information Security, Privacy, and Policy
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	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
CLO1	Understand the lifecycle of policy enactment
CLO2	Develop and modify security policies
CLO3	Create a dissemination plan for the policy
CL04	Students are able to describe Encryption and Key Management Policy

CLO5	Critique a security policy for its effectiveness and completeness
-------------	---

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

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

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

			Exam, Group Project	
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	<ul style="list-style-type: none"> Review Session Final Project Presentation 		Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1

ITM752 Digital Media Analytics

A. Course General Information:

Course Code:	ITM752
Course Title:	Digital Media Analytics
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	

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
CLO1	Understand how managers use business analytics to formulate and solve business problems and to support managerial decision-making.
CLO2	Familiarize with the processes needed to develop, report, and analyze business data.

CLO3	Learn how to use and apply data analytics tools and technologies to make business decisions.
CLO4	Demonstrate social media management and monitoring skill
CLO5	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
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"> • Introduction to Analytics <ul style="list-style-type: none"> ○ Introduction to students and faculty ○ What is Analytics ○ Importance of analytics ○ Areas of Analytics 	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
2	<ul style="list-style-type: none"> • Business Analytics <ul style="list-style-type: none"> ○ Definition ○ Introduction Business analytics tools and software 	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
3	<ul style="list-style-type: none"> • Data Visualization <ul style="list-style-type: none"> ○ Data Classification ○ Data Studio ○ Power Bi ○ Web scraper 	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2
4	<ul style="list-style-type: none"> • Web Analytics tools <ul style="list-style-type: none"> ○ Adobe/google tag manager ○ Trend Analytics (Google Trends) ○ Search Listening tool (Answerthepublic.com) ○ SEO Analytics (Woo Rank Chrome Extension) 	Lecture Discussion	Lab-based, learning by doing.	CLO1, CLO2

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

	<ul style="list-style-type: none"> ○ Earned media strategies for content marketing plans 			
13	<ul style="list-style-type: none"> ● Using Listening Data <ul style="list-style-type: none"> ○ Introduction to APIs ○ How and why to use APIs 	Lecture Discussion	Lab-based, learning by doing.	CLO2, CLO3
14	<ul style="list-style-type: none"> ● Mobile and web analytics <ul style="list-style-type: none"> ○ Use of augmented reality Review			

ITM753 Managing Disruptive Technologies

A. Course General Information:

Course Code:	ITM753
Course Title:	Managing Disruptive Technologies
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	

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
CLO1	Understand the processes that have enabled certain technologies to change our lives.
CLO2	Review those current technologies with the greatest potential to change the world.
CLO3	Understand the positive and negative consequences of disruptive technologies.
CLO4	Conclude on leading processes in a world full of opportunities.
CLO5	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
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	Introduction and disruptive technologies <ul style="list-style-type: none"> Introduction to the course. Disruptive technologies according to Clayton Christensen. 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02.CL03
2	Modern concerns with the theory of disruption <ul style="list-style-type: none"> Critiques to the theory of disruption Examples and concerns raised by digital platforms 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL02.CL03
3	Network Effects <ul style="list-style-type: none"> Direct network effects. Dynamics with positive network externalities. Critical mass 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02.CL03
4	Theory of diffusion models <ul style="list-style-type: none"> Diffusion models. Central sources and S-shaped curves Information sharing. Types of adopters. 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
5	Network analysis <ul style="list-style-type: none"> Networks and network properties. Random graphs, preferential attachment. 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
6	<ul style="list-style-type: none"> Centrality. Seeding an innovation full network-based diffusion model. The diffusion of the iPhone 3G 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02
7	Introduction to simulator <ul style="list-style-type: none"> Using the diffusion simulation Mid-term Examination			
8	Indirect network effects and pricing <ul style="list-style-type: none"> Definition of indirect network effects and two-sided effects 	Lecture and live discussion	Homework, Midterm Exam, Final	CL01, CL02.CL03, CL04

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

ITM754 Exploring and Visualizing Data

A. Course General Information:

Course Code:	ITM754
Course Title:	Exploring and Visualizing Data
Credit Hours:	3

Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	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
CLO1	Understand the fundamental design principles and different types of data visualization.
CLO2	Identify both positive and negative impacts of data-informed decision across a variety of domains
CLO3	Apply the fundamental concepts of data visualization to define a project in your field of study.

CLO4	Practice the core principles using widely available tools (e.g. Tableau, Power BI, Alteryx).
CLO5	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
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"> • Introduction to data visualization <ul style="list-style-type: none"> ○ Introduce yourself, Data visualization in everyday life? ○ what makes a good visualization? 			CLO1, CLO2, CLO3
2	<ul style="list-style-type: none"> • Principles for data visualization <ul style="list-style-type: none"> ○ Read 2 articles assigned to you ○ The Visual Display of Quantitative Information (2nd ed.), Edward Tufte (Read pp. 53-77 and 107-121) ○ The Elements of Graphing Data (1985) by William S. Cleveland (Read pp. 24-55 and 68-88) ○ The Truthful Art: Data, Charts, and Maps for Communication by Alberto Cairo (Read pp. 41-65 and 121- 149) 	Reading reflection: Concept Map and Peer Feedback	Lab based, learning by doing.	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> • Data literacy <ul style="list-style-type: none"> ○ [Read] Read 1 article assigned to your group reading guide1 ○ D'Ignazio, C. (2017). Creative data literacy. Information Design Journal, 23(1), 6-18 	Reading reflection: Reading Guide Pick a data set	Lab based, learning by doing.	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> ○ Pangrazio, L. and Sefton-Green, J. (2020). The social utility of 'data literacy'. Learning, Media, and Technology, 45(2), 208-220. [Read] ○ One Dataset, Visualized 25 Ways: https://flowingdata.com/2017/01/24/one-datasetvisualized-25-ways/ [Watch] ○ [Optional] 3 Creative Data Literacy with Animated GIFs and Public Art by D'Ignazio, C.: https://www.youtube.com/watch?v=4uArFhp0MLw 			
4	<ul style="list-style-type: none"> ● Introduction to Tableau <ul style="list-style-type: none"> ○ Tableau tutorial videos Getting started (25 mins): https://www.tableau.com/learn/tutorials/on-demand/gettingstarted?playlist=554268&sign=4bec05bc7a876b95af7722b08fff9224241 ○ The Tableau Interface (4 mins): https://www.tableau.com/learn/tutorials/on-demand/tableau-interface?playlist=554268 [Read and Practice] ○ Visual Analytics with Tableau: Chapter 1: Introduction and Getting Started with Tableau (pp. 1-23) [Read] ○ Knaflic, C. N. (2015). Storytelling with data: Chapter 2: choosing an effective visual (pp. 35-70) 	Tableau Practice: Basics Proposal draft	Lab based, learning by doing.	CLO1, CLO2, CLO4
5	<ul style="list-style-type: none"> ● Multivariate visualization <ul style="list-style-type: none"> ○ [Read] Choose 3 articles to read2 ○ Multivariate data visualization and the limits of human perception: https://uxdesign.cc/multivariate-datavisualization-and-the-limits-of-human-perception60ad47b4f59f ○ The Art of Effective Visualization of Multidimensional Data: https://towardsdatascience.com/the-art-ofeffective-visualization-of-multi-dimensional-data6c7202990c57 ○ An Introduction to Visual Multivariate Analysis: https://www.perceptualedge.com/articles/beye/visual_multivariate_analysis.pdf ○ 30 Years of Multidimensional Multivariate Visualization: https://pdfs.semanticscholar.org/6b2a/08d0085c5513c76fb110fb4c7b554eee9344.pdf 	Multivariate Storytelling Peer feedback: Proposal draft Tool selection	Lab based, learning by doing.	CLO1, CLO2, CLO4

6	<ul style="list-style-type: none"> • Multivariate visualization <ul style="list-style-type: none"> o Tableau how-to videos: https://public.tableau.com/enus/s/resources (31 mins) o 7. Data Preparation – The Data Interpreter (4:29) o 8. Data Preparation – Pivoting your Data (4:54) o 9. Data Preparation – Splitting your Data (2:26) o 10. Data Preparation – Joins and Unions (6:28) o 11. Creating Your First Chart (2:34) o 12. Using the Show Me Tool Bar (4:15) o 13. Understanding the Logic of Charts (5:05) [Read and Practice] o Visual Analytics with Tableau: Chapter 3: Creating Data Visualizations (pp. 49-77) 	Tableau Practice: Multivariate Visualization	Lab based, learning by doing.	CLO1, CLO2, CLO4
7	<ul style="list-style-type: none"> • Tableau: Multivariate visualization <ul style="list-style-type: none"> o [Read] Read 1 article assigned to your group reading guide o 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 o 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] o Geospatial Revolution (18 mins): https://youtu.be/9F7z9LLYxf8 o MID Term Exam 	Tableau Practice: Multivariate Visualization Final proposal	Lab based, learning by doing.	CLO1, CLO2, CLO4
8	<ul style="list-style-type: none"> • Geospatial visualization <ul style="list-style-type: none"> o [Read and Practice] Choose one of the materials2 o Maps and Geographic Data Analysis in Tableau: https://help.tableau.com/current/pro/desktop/enus/maps.htm o Visual Analytics with Tableau: Chapter 6: Maps (pp. 131- 154) [Watch/Practice] o Mapping (12 videos): https://www.tableau.com/learn/training/20203 	Geospatial Storytelling Reading reflection: Reading Guide	Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
9	<ul style="list-style-type: none"> • Interactive visualization <ul style="list-style-type: none"> o [Read] Read 1 or 2 readings assigned to your group1 o Few, S. (2007). Data visualization - Past, present, and future. 2-11. 		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5

	<ul style="list-style-type: none"> ○ 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?) ○ 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] ○ 2019: The Year in Visual Stories and Graphics: https://www.nytimes.com/interactive/2019/12/30/us/2019-year-in-graphics.html 			
10	<ul style="list-style-type: none"> • Data Management 	Preparing and cleansing data	Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
11	<ul style="list-style-type: none"> • Data Wrangling 		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
12	<ul style="list-style-type: none"> • Tableau: Dashboard and Story 		Lab based, learning by doing.	CLO1, CLO2, CLO4 CLO5
13	<ul style="list-style-type: none"> • Critiques in data visualization • Data visualization with ethics 		Lab based, learning by doing.	CLO1, CLO2, CLO3 CLO4 CLO5
14	<ul style="list-style-type: none"> • Final Project Presentation • Review Class 		Lab based, learning by doing.	CLO1, CLO2, CLO3 CLO4 CLO5

ITM755 Digital Transformation

A. Course General Information: Digital Transformation

Course Code:	ITM755
Course Title:	Digital Transformation
Credit Hours:	3
Contact Hours/Week:	3

Category:	Elective course in the EMBA program
Type:	Mandatory Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	

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 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
-----	-----------------

CLO1	Understand the fundamental principles of digital transformation in business areas.
CLO2	Harness the strategic business value of digital technologies intelligently
CLO3	Design and manage business models for services offered through digital platforms
CLO4	Implement and deploy different types of information systems applications within and across enterprises, while understanding user needs.
CLO5	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
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"> • What is digital transformation? Digital Business Ecosystems <ul style="list-style-type: none"> ○ What is it? ○ Why does it matter? ○ Impact of digital transformation in business ecosystems 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
2	<ul style="list-style-type: none"> • Multi-sided platform (MSP) business <ul style="list-style-type: none"> ○ The MSP Model ○ Value proposition of MSP Model ○ How it relates with business 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02, CL03
3	<ul style="list-style-type: none"> • Platform Economy <ul style="list-style-type: none"> ○ Explain why business move towards digital platform ○ How platform economy connects business with consumers, entrepreneurs and people in general 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02

4	<ul style="list-style-type: none"> • Digital Business Models • Value Co-creation <ul style="list-style-type: none"> ○ Explain the digital business models ○ How it improves several aspects of an organization ○ Explain the joint creation of value by the company and the consumers ○ Mechanisms of interplay and collaborations between service providers and customers 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
5	<ul style="list-style-type: none"> • Data business and data security <ul style="list-style-type: none"> ○ Concept of DDBM (Data Driven Business Model) ○ How data helps the company to understand the market ○ Importance of barriers against unwanted access to the business data of a company ○ Strategy to secure data 	Lecture and live discussion	Homework, Midterm Exam, Final Exam, Group Project	CL01, CL02, CL03
6	<ul style="list-style-type: none"> • Transformation enabled by business analytics <ul style="list-style-type: none"> ○ How business analytics help to transform business models ○ Ways to encountering new opportunities ○ Business analytics and management transformation 	Lecture and live discussion	Midterm Exam, Final Exam	CL01, CL02, CL03
7	<ul style="list-style-type: none"> • Business analytics and management transformation <p style="text-align: center;">MID-TERM</p>			
8	<ul style="list-style-type: none"> • Machine learning management <ul style="list-style-type: none"> ○ Analyzing the data and giving conclusions from it ○ Finding patterns in structured data and Making predictions ○ Gaining business insights effectively 	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
9	<ul style="list-style-type: none"> • The internet of things <ul style="list-style-type: none"> ○ Concept of IoT ○ How IoT helps to collect real time data ○ IoT and enhancement of business process 	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
10	<ul style="list-style-type: none"> • Ai and human intelligence <ul style="list-style-type: none"> ○ Collaboration between AI and human 	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04

	<ul style="list-style-type: none"> ○ Solving organizational problems with AI ○ How AI boosts digital transformation across industries 			
11	<ul style="list-style-type: none"> • Cloud computing <ul style="list-style-type: none"> ○ Correlation between cloud computing and digital transformation ○ How cloud computing reduces the risks of wasting IT resources ○ How it helps the organization to scale infrastructure as needed 	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04, CL05
12	<ul style="list-style-type: none"> • Social media and social content strategies <ul style="list-style-type: none"> ○ How social media connects consumers with organizations ○ Impact of social media in digital transformation ○ How to engage with audience ○ Social content strategies narrate the way you connect with people 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05
13	<ul style="list-style-type: none"> • Digital transformation in selected industry sectors <ul style="list-style-type: none"> ○ Implementation of digital transformation in selected sectors ○ Value added by digital transformation in to those sectors ○ Overall review 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05
14	<ul style="list-style-type: none"> • Value added by digital transformation in to those sectors <ul style="list-style-type: none"> ○ Overall review Class 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05

ITM756 Business Intelligence and Data Mining

A. Course General Information:

Course Code:	ITM756
Course Title:	Business Intelligence and Data Mining
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for major in Information Technology Management
Prerequisites:	MIS716 Information Systems and E-Business Management
Co-requisites:	

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):

After completing the course students will:

1. Assess 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. Perform predictive analytics and data science

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Differentiate, design and assess various business intelligence (BI) and data mining models.
CLO2	Identify and translate real-world business problems into BI and data mining problems.
CLO3	Exhibit ability in pre-preparing and visualizing the right data towards these problems.
CLO4	Implement efficient BI strategies to solve these problems.
CLO5	Develop proficiency in BI software (Alteryx).
CLO6	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
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"> Introduction with students, motivation, expectations and in-detail discussion of course syllabus. Introduction to Data Mining <ul style="list-style-type: none"> Introduction: What is data mining? What makes it a new and unique discipline? Relationship between Data Warehousing, On-line Analytical Processing, and Data Mining. Data Warehousing Data mining process: Data preparation/cleansing, task identification. 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
2	<ul style="list-style-type: none"> Data Exploration <ul style="list-style-type: none"> Data Terminology Data Exploration Data Exploration through Summary Statistics Data Exploration through Plots Exploring Data with KNIME Plots Data Exploration in Spark 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
3	<ul style="list-style-type: none"> Data pre-processing <ul style="list-style-type: none"> Data cleaning Data transformation Data reduction Discretization and generating concept hierarchies 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03

	<ul style="list-style-type: none"> ○ Installing Weka 3 Data Mining System ○ Experiments with Weka - filters, discretization 			
4	<ul style="list-style-type: none"> • Classification of Data <ul style="list-style-type: none"> ○ Types of Data Classification ○ Features of Data Classification 	Lecture and live discussion		CL02, CL03
5	<ul style="list-style-type: none"> • Clustering <ul style="list-style-type: none"> ○ Basic issues in clustering ○ First conceptual clustering system: Cluster/2 ○ Partitioning methods: k-means, expectation maximization (EM) ○ Hierarchical methods: distance-based agglomerative and divisible clustering ○ Conceptual clustering: Cobweb ○ Experiments with Weka - k-means, EM, Cobweb 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
6	<ul style="list-style-type: none"> • Hierarchical methods: distance-based agglomerative and divisible clustering • Conceptual clustering: Cobweb • Experiments with Weka - k-means, EM, Cobweb 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
7	<ul style="list-style-type: none"> • Outlier Analysis <ul style="list-style-type: none"> ○ Types of Outliers, Outlier Detection Methods ○ Mining Complex Data, Research Frontiers of Data Mining <p style="text-align: center;">MID-TERM</p>			
8	<ul style="list-style-type: none"> • Frequent Pattern Mining <ul style="list-style-type: none"> ○ Introduction ○ Scalability Issues in Frequent Pattern Mining ○ Frequent Pattern Mining with Advanced Data Types ○ Applications of Frequent Pattern Mining. 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
9	<ul style="list-style-type: none"> • Business Intelligence <ul style="list-style-type: none"> ○ Understanding Business Intelligence 	Lecture and live discussion	Lab based, learning by doing.	CL03

	<ul style="list-style-type: none"> ○ Business Intelligence Technology Counterparts ○ Enterprise Resource Planning ○ Customer Relationship Management ○ The Spectrum of Business Intelligence ○ Business Intelligence User Interfaces 			
10	<ul style="list-style-type: none"> ● Decision Support Systems <ul style="list-style-type: none"> ○ 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 ○ Business Analytics and Data Visualization ○ Data, Text, and Web Mining 	Lecture and live discussion	Lab based, learning by doing.	CL03
11	<ul style="list-style-type: none"> ● BI Application ● Quick Start Power BI Service <ul style="list-style-type: none"> ○ Introduction to Tools and Terminology; Dashboard in Minutes; Refreshing Power BI Service; Interacting with your Dashboards; Sharing Dashboards and Reports. ● Getting and Transforming Data with Power BI Desktop <ul style="list-style-type: none"> ○ 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; ○ Introduction to Modelling; Setup and Manage Relationships; Cardinality and Cross Filtering; Default Summarization and Sort by; Creating Calculated Columns; Creating Measures and Quick Measures; 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06

12	<ul style="list-style-type: none"> • Power BI Desktop Visualizations <ul style="list-style-type: none"> ○ Creating Visualizations; Color 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 Visualizations; Custom Visuals; Managing and Arranging; Drill through; Custom Report Themes; Grouping and Binning; Bookmarks and Buttons; Decomposition Tree; • Power BI Service Visualization Tools <ul style="list-style-type: none"> ○ Introduction to the Power BI Service; Standalone Tiles; Data Driven Alerts (Power BI Pro/Premium); Quick and Related Insights; 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06
13	<ul style="list-style-type: none"> • Power BI and Excel Together <ul style="list-style-type: none"> ○ Options for Publishing from Excel; Pin Excel Elements to Power BI (Excel 2010-2013); Analyze in Excel (Power BI Pro or Premium); Excel Publish: 	Lecture and live discussion	Lab based, learning by doing.	CL04, CL05, CL06
14	<ul style="list-style-type: none"> • Upload and Export to Power BI; Sharing Published Excel Dashboards (Power BI Pro or Premium) • Review Class 			

Course Code and Title: ITM766 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.

MGT701 Leadership, Sustainability and Organizational Behaviour

A. Course General Information:

Course Code:	MGT701
Course Title:	Leadership, Sustainability and Organizational Behavior
Credit Hours:	3
Contact Hours/Week:	3
Category:	Mandatory Course in the EMBA Program
Type:	Business core course in the EMBA Program
Prerequisites:	None
Co-requisites:	None

B. Course Description

The focus of this course is to provide a thorough understanding of what is involved in leading a global company. Using lectures, discussions, case studies, and team projects, you will be introduced to executive leadership, corporate governance, and strategic issues. Students will be taught how to evaluate sustainability through various lenses, including shareholder, marketing, operations, strategy, employee, and global perspectives.

C. Rationale of the Course

This course is a foundation course for all EMBA 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):

1. Discuss individual and group behavior and describe the implications of organizational behavior on the process of management.
2. Explain different motivational and sustainable theories and evaluate motivational strategies used in a variety of organizational settings.
3. Familiarize with the appropriateness of various ethical leadership styles and conflict management strategies used in organizations.

4. Build students' knowledge on the basic design elements of organizational structure and evaluate their impact on employees.
5. Explain how organizational change and culture affect the sustainability.

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Explain the organizational behavioral challenges in their respective work environment.
CLO2	Illustrate the impact of perception, personality and emotions in their professional context.
CLO3	Articulate the impact of values, attitudes and the influence of sustainable development of the organization
CLO4	Describe the major leadership and sustainability theories that affect the behavior of the leaders.
CLO5	Discuss the roles of leaders in work groups and work teams and the models of team development.
CLO6	Apply the ethical related theories as tools for analyzing 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"> ● Basic Management and Organizational Behavior <ul style="list-style-type: none"> ○ Development of Management ○ Principles of Management ○ Process Levels of Management ○ Roles and Skills of Manager ○ Organizational Behavior (OB) ○ Major Disciplines/Areas of OB ○ Basic Model of OB 	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> ● Human Resource Policies and Practices <ul style="list-style-type: none"> ○ Basic concepts of HRM ○ Principles of HR ○ Scope of HRM ○ HRM process ○ HRP 	Discussion on the Scheduled Topics	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> ● Employee Attitudes and Their Effects <ul style="list-style-type: none"> ○ Nature and Effects of Attitudes ○ Job Satisfaction ○ Changing Attitudes 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
4	<ul style="list-style-type: none"> ● Motivation <ul style="list-style-type: none"> ○ Drives, Human Needs ○ Behavior Modification Goal Setting ○ Expectancy Model ○ Equity Model 	Assignment Submission, Case Analysis, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO6
5	<ul style="list-style-type: none"> ● Performance Evaluation <ul style="list-style-type: none"> ○ Basic idea about Performance 			

	<ul style="list-style-type: none"> ○ Methods of Performance Evaluation ○ Improving Performance ○ Evaluations ○ Providing Performance Feedback 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
6	<ul style="list-style-type: none"> ● Sustainability Issues in Workplace ○ Sustainable Fundamentals ○ Types of Sustainability ○ Sustainability and competitive Advantage, 	Quiz, Case Analysis, Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
7	<ul style="list-style-type: none"> ● Introduction to Leadership ○ Nature of Leadership ○ Behavioral Contingency and Emerging Approaches to Leadership 	Discussion on the Scheduled Topics, Case Analysis, Articles Review	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Leadership and Trait Approach ○ Great Person Theories ○ Historical Shifts in Trait Perspective ○ Traits Differentiate Leaders from Non-leaders ○ Trait Approach Work and implementation 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term project, Final Exam	CLO4
9	<ul style="list-style-type: none"> ● Leadership and Behavioral Approach ○ Behavioral Approach Perspective ○ Ohio State Studies ○ University of Michigan Studies ○ Blake and Mouton's Leadership Grid 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term project, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> ○ How Does the Style Approach Work? 			
10	<ul style="list-style-type: none"> ● Groups and Teams in Organizations <ul style="list-style-type: none"> ○ Informal and Formal Group ○ Group Dynamics ○ Nature of Informal and Formal Organizations 	Discussion on the Scheduled Topics, Case Analysis	Assignment, Quiz, Term project, Final Exam	CLO4, CLO5
11	<ul style="list-style-type: none"> ● Organizational Culture <ul style="list-style-type: none"> ○ Organizational Culture ○ The Functions of Culture ○ Culture and Sustainability ○ Culture and Innovation ○ Do Organizations Have Uniform Cultures ○ Organization's Culture Is Forever 	Discussion on the Scheduled Topics, Case Analysis	Assignment, Quiz, Term project, Final Exam	CLO3, CLO6
12	<ul style="list-style-type: none"> ● Organizational Change and Stress Management <ul style="list-style-type: none"> ○ Contrast the forces of change ○ Overcome to resistance to change ○ Managing organizational change ○ Creating a culture for change ○ Sources of stress 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term project, Final Exam	CLO3, CLO6
13	<ul style="list-style-type: none"> ● Conflict and Negotiation <ul style="list-style-type: none"> ○ Types of conflicts ○ Conflict process ○ distributive and integrative bargaining ○ Negotiation Process ○ Functions of third-party negotiations. 	Discussion on the Scheduled Topics, Articles Review	Assignment, Quiz, Term project, Final Exam	CLO5, CLO6
14	<ul style="list-style-type: none"> ● Review Class ● Group Presentation 	Term Paper Submission and Presentation Session,		

		Reviewing the Chapters of Final Exam Syllabus		
--	--	---	--	--

MGT702 Managing Human Capital

A. Course General Information:

Course Code:	MGT702
Course Title:	Managing Human Capital
Credit Hours:	3
Contact Hours/Week:	3
Category:	Mandatory Course in the EMBA Program
Type:	Business Core Course
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

B. Course Catalogue Description:

Managing Human Capital --- This course introduces the critical role that the HR (Human Resource) or HC (Human Capital) function plays in gaining the commitment, competence and capability of an organization's workforce. Human capital management (HCM) transforms the traditional administrative functions of human resources (HR) departments—recruiting, training, and payroll, compensation, and performance management— into opportunities to drive engagement, productivity, and business value. Major topics include evaluation and assessment of human resources, calculating return on investment for HR development, understanding how to optimize cost of labor and increase profitability while maintaining good employee relations, assessing long term and short-term HR needs and investing in development of competencies etc. Part of the course examines the architecture of HR systems which include: talent management; workforce planning; recruitment; selection; education, training and development; performance management; reward and recognition; and succession planning. A case-based course, that requires teamwork and individual introspection, it explores current and critical challenges in managing human capital in our world.

C. Rationale of the Course:

The course examines the HR value proposition - What is it that makes the HR/HC role a strategic necessity for an enterprise, as well as a tactical requirement for success. This course is for anyone who plans to be a leader in an organization in any function, not just in the HR or HC function. This course provides a framework for understanding and thinking strategically about the valuation of human assets and the management of human capital in organizations. The course draws on insights from the

social sciences to explore how economic, social, psychological, legal, and cultural forces influence employment relations.

D. Course Objectives (COs):

The major objectives of this course are as follows:

1. This course aims to clarify the characteristics of the special capital – human resource as a critical business capital and how it can support the implementation of organizational strategy. The course also explains the importance of aligning human resource strategies so that they are internally consistent and produce the skills and behaviors required to make a given strategy achieve organizational goals.
2. This course will cover several HR management and development specific topics and their relationship to the development of a high performance or high commitment workforce for an organization, to develop the basic set of methods and techniques needed for managing human capital.
3. This course deals with some selected HR topics relevant to the implementation of human resource systems, including problems that come from the internal and external environment so that students can learn about basic administrative processes related to human capital management.
4. Finally, this course provides a summary and integration of the material and how it will be applied in the real-world situation and gives you a chance to learn from each other as you listen to the presentations of the group projects.

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Explain the various functions of human capital management and identify their relationship to the workplace from the perspective of both employee and employer.
CLO2	Apply the principles of human resource/capital management to the industry in the areas of hiring, compensation and benefits, and market competition.
CLO3	Identify social issues relating to human resource management such as systemic discrimination and develop approaches to resolving these problems in the workplace through various methods learned in class.
CLO4	Identify and predict human resource management trends in the industry and develop proactive solutions and techniques of adaptation to changing industry demands.
CLO5	Synthesize the depth and breadth of knowledge, knowledge of methodologies, application of knowledge, and communication skills needed to establish a human capital management system.

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

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

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

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1 and 2	Introduction to Strategic HR Management <ul style="list-style-type: none"> ○ The changing face of HR ○ How HR can benefit the strategic value to the organization ○ Different strategic tools and their application ○ Situation Analysis ○ SWOT Analysis ○ PEST Analysis ○ Balanced scorecard 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO4
3 and 4	HR Vision and Mission <ul style="list-style-type: none"> ○ Strategic Goals of HR department ○ HR and its Critical Success Factors ○ How to identify KRA's and KPI's for HR ○ Core Competencies and Core Values of HR department 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Midterm Exam	CLO1 CLO2, CLO4
5 and 6	Understand the Main Cycles in Human Resources (HR) Management <ul style="list-style-type: none"> ○ HR Strategy Cycle ○ Recruitment and Selection Cycle ○ Training and Development Cycle ○ Performance Management Cycle ○ Compensation and Benefits Cycle 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Midterm Exam	CLO1, CLO2, CLO4
7	Review Session Mid-term examination			
8	Quantifying and Measuring Human Resources <ul style="list-style-type: none"> ○ Measuring KPI's ○ Human Resources versus Human Capital 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> Developing HR Dashboards and Balanced Scorecard 			
9	Managing Employee Performance <ul style="list-style-type: none"> Chalking out a Performance Management System Identification of the right appraisal system for your organization Management by Objectives (MBO) System 180 Degrees and 360 Degrees Systems Competency-Based Appraisals Forced Ranking and Bell Curve: Necessity, Advantages, and Disadvantages 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5
10	Employee Retention and Turnover <ul style="list-style-type: none"> Turnover versus Attrition (Gross and Net Turnover) Voluntary versus Non-Voluntary Separation Examining Turnover 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO5
11 and 12	HR Budgeting and Salary Projections <ul style="list-style-type: none"> Method of HR Budgeting Salary Projections Trends in HR Benchmarking 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4
13 and 14	Diversity Issues and Building Ethical Organizations <ul style="list-style-type: none"> Creating a transparent and ethical culture The impact of factors – external and internal on change Latest developments in HR across industries Strategic HR Management and international business relationships 	Videos, Online Materials, Papers, Lectures and discussion	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO5

MGT775 Global Corporate Strategy & Sustainability

A. Course General Information:

Course Code:	MGT775
Course Title:	Global Corporate Strategy and Sustainability

Credit Hours:	3
Contact Hours/Week:	3
Category:	Capstone Course in the EMBA Program
Type:	Mandatory business course in the EMBA program
Prerequisites:	All core Courses
Co-requisites:	None

B. Course Catalog Description:

This capstone course provides students an understanding of firms' operative environment and helps them develop the skills for framing strategies to gain sustainable competitive advantage. Students will learn the approaches that lead to a firm's achievement of strategic goals and objectives by integrating the ethical and social responsibility considerations—within a competitive context. This course emphasizes both the dynamics and the global aspects of strategic management. The course will blend theory and practice, with an emphasis on teamwork and real-time case analysis. This course includes strategic audit report in the learner's own organization.

C. Rationale of the Course:

The course focuses on advanced problems in determining, executing, and controlling strategic management process in light of changing environments facing the organization. It incorporates knowledge in all major areas of business for analyses of business situations and their resolution aimed at having a long-term impact on the firm's future progress. Emphasis is placed on dealing with business situations through case studies, group projects, term papers, and so forth. This course is designed to help learners analyze the complex business environment, prioritize key issues, and recommend solution with clear execution plan.

D. Course Objectives (COs):

The major objectives of this course are to:

1. Define and understand the concept of corporate strategy
2. Introduce a variety of tools and techniques that can help students develop the skills and knowledge to identify, evaluate and select between options in a range of competitive business
3. Encourage participants to develop an interest in strategy and their own view of how strategy can help them and their organizations achieve success.

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Apply an integrative framework to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage.

CLO2	Evaluate the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
CLO3	Identify some of the challenges inherent in implementing new strategies
CLO4	Assess the organizational opportunities and challenges critically and strategically.
CLO5	Recognize strategic issues and design appropriate courses of action

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"> Well Come and Sharing Course Outline 	Lecture, Notes, Discussions		
2	<ul style="list-style-type: none"> What is Strategy and Why Is It Important? <ul style="list-style-type: none"> Charting a Company's Direction: Its Vision, Mission, Objectives, and Strategy 	Lecture, Notes, Discussions	Quiz, Case Study, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> Evaluating a Company's External Environment 	Lecture, Notes, Discussions,	Quiz, Case Study, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> Evaluating a Company's Resources and Competitive Position 	Lecture, Notes, Discussions In-class	Quiz, Case Study, Midterm Exam, Final Exam	CLO1, CLO2
5	<ul style="list-style-type: none"> Case 4-Costco Wholesale in 2018 Mission, Business Model, and Strategy 	Case analysis, Presentation	Analysis, Finding Key Strategic Issues,	CLO4, CLO5

			Recommendations with “How”	
6	<ul style="list-style-type: none"> The Five Generic Competitive Strategies: Which One to Employ? 	Lecture, Notes, Discussions In-class	Quiz, Case Study, Midterm Exam, Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> Review Session Mid Term Examination 			
8	<ul style="list-style-type: none"> Case 14-Netflix’s Strategy in 2018- Does the Company Have Sufficient Competitive Strength to Fight Off Aggressive Rivals 	Case analysis, Presentation	Analysis, Finding Key Strategic Issues, Recommendations with “How”	CLO4, CLO5
9	<ul style="list-style-type: none"> Corporate Strategy Diversification and the Multi business Company 	Lecture, Notes, Discussions In-class	Quiz, Case Study, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
10	<ul style="list-style-type: none"> Case 24-The Walt Disney Company Its Diversification Strategy in 2018 	Case analysis, Presentation	Analysis, Finding Key Strategic Issues, Recommendations with “How”	CLO4, CLO5
11	<ul style="list-style-type: none"> Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy <ul style="list-style-type: none"> Managing Internal Operations: Actions That Promote Good Strategy Execution 	Lecture, Notes, Discussions In-class	Quiz, Case Study, Midterm Exam, Final Exam	CLO3
12	<ul style="list-style-type: none"> Case 23: Robin Hood 	Case analysis, Presentation	Analysis, Findings Key Strategic Issues,	CLO4, CLO5
13	<ul style="list-style-type: none"> Case 26: Detecting Unethical Practices at Supplier Factories: The Monitoring and Compliance 	Case analysis, Presentation	Analysis, Finding Key Strategic Issues, Recommendations with “How”	CLO4, CLO5
14	Group Case/Term Paper Presentation <ul style="list-style-type: none"> Review Session 			

MIS715 Business Analytics for Decision Making

A. Course General Information:

Course Code:	MIS715
Course Title:	Business Analytics for Decision Making
Credit Hours:	1.5
Contact Hours/Week:	1.5
Category:	Business core course in the EMBA program
Type:	Mandatory course in the EMBA program
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

B. Course Catalog Description:

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:

Business analytics is a quickly maturing field, but many organizations still struggle to tap into the power of available data without being overwhelmed by it. This program is geared to mid- and upper-level managers in strategic planning, analytics, operations, and many other roles, who need to better understand and communicate the value that business analytics can bring to their organization.

D. Course Objectives (COs):

After completing the course students will:

1. Explain predictive analytics fundamentals
2. Facilitate advanced problem-solving using data mining.
3. Critique problems, issues, and trends using predictive analysis
4. Perform predictive analytics and data science
5. Evaluate advanced data science concepts

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Assess the decision-making context for their organizations
CLO2	Recognize and communicate the uses of analytics to drive business success
CLO3	Exhibit ability in pre-preparing and visualizing the right data towards these problems.

CLO4	Develop action plans to enhance analytics within their organization and integrate it with other strategic processes
CLO5	Assess varying models for building and positioning analytics' capabilities
CLO6	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
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"> Introduction with students, motivation, expectations and in-detail discussion of course syllabus. Analytics overview <ul style="list-style-type: none"> Analytics change model Evaluate analytic capabilities and depth of analytics application and maturity at your organization Assess organizational readiness for analytics and depth of application - Step 1 of 3 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02
2	<ul style="list-style-type: none"> Case Study - Data-driven decision making: How to build and communicate the business case for analytics, especially within the context of organizational strategic alignment; What are the limits of analytics? What are the requirements for an analytics mindset and culture? Critical success factors for building an 	Lecture and live discussion	Lab based, learning by doing.	CL01, CL02

	analytic enterprise; Analytics Program Lifecycle; Return to Case Study - Apply the Analytics Program Lifecycle			
3	<ul style="list-style-type: none"> Use planning tools to challenge assumptions, explore context, and recognize and address perspectives from within the organization; Mind Mapping, Stakeholder Analysis, Road mapping, and Scenario Planning; Use Organizational Readiness Assessment to create an Action Plan - Step 2 of 3 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
4	<ul style="list-style-type: none"> Use Organizational Readiness Assessment to create an Action Plan - Step 2 of 3 <p>Mid-term Examination</p>			
5	<ul style="list-style-type: none"> Competing on analytics; Return to Case Study – Transformation; Return to Organizational Readiness Assessment Action Plan - Step 3 of 3; 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 	Lecture and live discussion	Lab based, learning by doing.	CL03, CL04
6	<ul style="list-style-type: none"> The Data Management Subsystem; The Model Management Subsystem; The User Interface (Dialog) Subsystem; The Knowledge-Based Management Subsystem; The User; DSS Hardware; DSS Classifications 	Lecture and live discussion	Lab based, learning by doing.	CL02, CL03
7	<ul style="list-style-type: none"> Types Create an Enterprise Action Plan - includes one-on-one coaching with instructors to create 			CLO5

	a plan that can be immediately applied to your organization; Quick Start Power BI Service; Wrap-up and Q and A session with instructors			
8	<ul style="list-style-type: none"> Quick Start Power BI Service; Wrap-up and Q and A session with instructors. Review Session 			CLO6

MIS716 Information System & e-Business Management

A. Course General Information:

Course Code:	MIS716
Course Title:	Information System and e-Business Management
Credit Hours:	1.5
Contact Hours/Week:	1.5
Category:	Business core course in the EMBA program
Type:	Mandatory course in the EMBA program
Prerequisites:	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisites:	None

B. Course Catalog Description:

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 Management Information System (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. Studying management information systems will enable students with essential knowledge to ensure that they will be able to manage a company's 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:

SL.	CLO Description
CLO1	Recognize contemporary MIS theory, principle and how information systems support business strategy, business processes, and practical applications in an organization.
CLO2	Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
CLO3	Describe how the Internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
CLO4	Express the proven value of, and relationship between business data, data management, and business intelligence.
CLO5	Analyze systems development and project management methodologies
CLO6	Combine analytical thinking, creativity and business-problem-solving as applied to ongoing MIS challenges, future trends, and relevant case studies.
CLO7	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
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	<ul style="list-style-type: none"> • Introduction to Information Systems in Business Today <ul style="list-style-type: none"> ○ Roles of IS in business today ○ Strategic reasons organization should invest in IS ○ Dimensions in IS 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam	CLO1, CLO2
2	<ul style="list-style-type: none"> • Global E-Business: How Business Use Information Systems <ul style="list-style-type: none"> ○ Fundamentals of e-business and ecommerce ○ Business process, automation and operational excellency ○ Business Functions ○ Integrated business functions ○ Systems based on constituency and their relationship 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam	CLO1, CLO2
3	<ul style="list-style-type: none"> • Information Systems, Organizations, and Strategy <ul style="list-style-type: none"> ○ Organizations and functions ○ Characteristics and features of organizations ○ Information Systems impact on organizations ○ Economic impact ○ Organization structural impact 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam	CLO2, CLO4
4	<ul style="list-style-type: none"> • Role of Information System in an organization <ul style="list-style-type: none"> ○ Role of IS in business and taking business in global platform ○ New way of doing business in a cost-effective way compare to traditional way ○ Understanding Organization and impact of IS/IT • Mid-Term Examination 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam	CLO1, CLO2, CLO3
5	<ul style="list-style-type: none"> • Enterprise Business Applications and Business Impact <ul style="list-style-type: none"> ○ Introduction with examples ○ Major Four end-to-end business processes ○ Business value of Enterprise System 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO3, CLO4

	<ul style="list-style-type: none"> ○ SCM and SCM Systems business value ○ CRM and its business value 			
6	<ul style="list-style-type: none"> ● Lab Class with MS Excel – Financial Model Development <ul style="list-style-type: none"> ○ Introduction to Microsoft Excel ○ Business Functions in Excel ○ Data Analysis using Excel 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO5, CLO6
7	<ul style="list-style-type: none"> ● Managing Projects <ul style="list-style-type: none"> ○ Introduction ○ Purpose and importance ○ Project Charter ○ Roles and Responsibilities ○ Project planning and Execution ○ Stakeholder management ○ Reporting and escalation ○ Project reporting 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO4, CLO6
8	<ul style="list-style-type: none"> ● Computer Lab Class and Lab Test <ul style="list-style-type: none"> ○ Real-life case studies with real-life data with Excel ○ Hands-on-exercises to test the learning and application 	Lecture, Discussion, problem solving	Interactive session, Quiz, Midterm exam, Final exam	CLO5, CLO6

MKT701 Marketing Principles, Strategies and Practices

A. Course General Information:

Course Code	MKT701
Course Title	Marketing Principles, Strategies and Practices
Credit Hours	3
Contact Hours/Week	3
Category	Business core course in the EMBA Program
Type	Mandatory in the EMBA program
Prerequisite	MGT701 Leadership, Sustainability and Organizational Behavior
Co-requisite	None

B. Course Catalog Description:

Marketing drives firms' growth and social and economic sustainability. Marketing helps understand how customers think and behave in a certain way and why. The growth of MNCs and the introduction of digital technologies and online platforms have dramatically advanced marketing practices globally. This course introduces the structure and functions of marketing systems in the firm, economy, and society and includes definitions, marketing environment analysis, target market analysis, marketing mix strategies, digital and social media marketing, and contemporary marketing issues. Students will be able to understand marketing theories, consumer behavior models and mix strategies and reflect on various marketing cases.

C. Rationale of the Course:

This business course is one of the foundation courses in the EMBA program. The rationale for including this course in the EMBA program is to provide foundation knowledge of marketing theories and practices, and a solid and hands-on learning experience on how marketing works and why marketing is important for firms' growth and sustainability in society. This course prepares EMBA students to learn theories and apply tools and techniques to develop marketing plans. Students acquire comprehension skills in marketing case analysis and development, research and problem-solving skills, report writing and presentation skills, ethical and responsible practices, and independent and teamwork skills within the stringent time frame.

D. Course Objectives (COs):

The major objectives of this course are to:

1. Develop an understanding of the roles of marketing in organizations, economies, and societies
2. Explain the environmental forces affecting marketing practices
3. Design marketing research methods and information needs
4. Demonstrate behavioral and strategic positioning theories and models
5. Explore and formulate marketing mix and social and digital media strategies

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Develop an understanding of how organizations assess the marketing environment to formulate strategies.
CLO2	Explain various marketing decisions, including consumer behavior, Segmentation Targeting and Positioning, and mix elements and apply them in marketing practices.
CLO3	Apply research frameworks and methods, and develop analytical and ethical skills to solve marketing problems.
CLO4	Develop promotional mix strategies, including digital and social media strategies.
CLO5	Develop a product marketing plan based on an accurate analysis of a business situation.

F. Mapping 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	Marketing: creating customer value and engagement <ul style="list-style-type: none"> ○ Definition ○ Marketing philosophies ○ Demand management ○ Marketing challenges and new marketing landscape 	Lecture, case, discussion, an overview of assessment requirements	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2
2	Analyzing marketing environment <ul style="list-style-type: none"> ○ Micro-environment ○ Macro-environment ○ Responding to the marketing environment 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2
3	Consumer buying behavior <ul style="list-style-type: none"> ○ Models of consumer behavior ○ Buying decision behavior ○ Buyer decision process 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO2, CLO3

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
4	Market information and marketing research <ul style="list-style-type: none"> Marketing information systems Marketing research process 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO2, CLO3
5	Market segmentation, targeting and positioning <ul style="list-style-type: none"> Market segmentation strategies Market targeting principles Market positioning strategies 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO2, CLO3
6	Customer relationship and value creation <ul style="list-style-type: none"> Defining value and satisfaction Delivering value and satisfaction Retaining customers Ensuring quality management 	Lecture, case, discussion, Problem-solving Quiz test–1 (in-class)	Quiz, Group Project Report and Presentation, Individual Assessment	CLO2, CLO4
7	Review Mid-term Exam/Break			
8	Product development and lifecycle strategies <ul style="list-style-type: none"> New product development process PLC strategies 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO2, CLO4, CLO5
9	Marketing services <ul style="list-style-type: none"> Nature and characteristics of services Marketing strategies for services 	Lecture Group project report submission and presentation	Quiz, Individual Assessment	CLO2, CLO4, CLO5

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
10	Pricing strategies <ul style="list-style-type: none"> ○ Pricing considerations ○ General pricing approaches ○ New product pricing strategies ○ Product mix pricing ○ Price adjustment and change 	Lecture Group project presentation	Quiz, Individual Assessment	CLO2, CLO4, CLO5
11	Marketing Communications strategies <ul style="list-style-type: none"> ○ Advertising decisions ○ International advertising ○ Sales promotion ○ PR and publicity ○ Personal selling and sales management 	Lecture Group project presentation	Quiz, Individual Assessment	CLO2, CLO4, CLO5
12	Managing marketing channels <ul style="list-style-type: none"> ○ Channel design decisions ○ Channel management decisions ○ Physical distribution and logistics 	Lecture Quiz test–2 (in-class) Individual task discussion	Quiz, Individual Assessment	CLO2, CLO4, CLO5
13	Digital/social media marketing <ul style="list-style-type: none"> ○ Growth of digital, online and social media marketing ○ Strategic considerations in digital and social media marketing ○ Application of blockchain in marketing 	Lecture Individual task discussion	Individual Assessment	CLO2, CLO4, CLO5
14	Course Summary	Individual task Submission		-

MKT720 STRATEGIC MARKETING

A. Course General Information:

Course Code:	MKT720
Course Title:	STRATEGIC MARKETING
Credit Hours:	3
Contact Hours/Week:	3
Category	Elective course for EMBA Program
Type	Elective for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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. Develop an understanding of 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:

SL.	CLO Description
CLO1	Explain the concept of strategic market decision making and planning and its role within a strategic business unit
CLO2	Apply primary and secondary information from marketing research and other market intelligence systems to analyze the three Cs: company, customers, and competitors
CLO3	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)
CLO4	Formulate and recommend innovative marketing strategies including, but not limited to value co-creation, digital marketing, and sustainable marketing strategies
CLO5	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:

Class Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> ● Introduction to Strategic Marketing <ul style="list-style-type: none"> ○ Importance of SM ○ Recent changes in Marketing Concepts ○ Application of alternative SM approaches ○ Role of marketing in stakeholders' objectives ○ Guiding principles of SM 	Lecture, Interactive Discussion	Quiz	CLO1
2	<ul style="list-style-type: none"> ● Customer and STP Analysis <ul style="list-style-type: none"> ○ Customer buying process and relevant marketing strategies ○ Situational influences and relevant strategic issues ○ Segmentation approaches – beyond traditional bases ○ Creating target market profile ○ Privacy issues relating to customer data for STP ○ Positioning strategies 	Lecture, In-Class Exercise	Quiz, Mid-Term Exam	CLO3, CLO5
3	<ul style="list-style-type: none"> ● Customer Value Proposition <ul style="list-style-type: none"> ○ Customer value concept ○ Marketing strategies to maximize customer value ○ Customer value and relevant strategic pricing issues 	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO1

4	<ul style="list-style-type: none"> ● Marketing Mix: Product Strategies <ul style="list-style-type: none"> ○ Revisiting marketing mix ○ Product as bundle of benefits ○ Strategic issues relating to product decision ○ Marketing strategies across product levels to maximize customer value ○ Marketing strategies across product categories 	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
5	<ul style="list-style-type: none"> ● Marketing Mix: Pricing Strategies <ul style="list-style-type: none"> ○ Key strategic issues in pricing ○ Base pricing strategies ○ Adjusting the base price ○ Pricing service products ○ Best practices 	Lecture, Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
6	<ul style="list-style-type: none"> ● Marketing Mix: Place Strategies <ul style="list-style-type: none"> ○ Marketing channels and physical distribution ○ Strategic supply chain issues ○ Trends in supply chain strategies 	Lecture	Quiz, Mid-Term Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> ● Supply Chain Best Practices <ul style="list-style-type: none"> ○ Analysis of five cases of best practices of supply chain strategies: Unilever, Walmart, Starbucks, Nike, Tesla 	Case Discussion	Quiz, Mid-Term Exam	CLO4, CLO5
8	<ul style="list-style-type: none"> ● Review ● Mid Term Exam 			
9	<ul style="list-style-type: none"> ● Marketing Mix: Integrated Marketing Communications <ul style="list-style-type: none"> ○ Components of IMC ○ Strategic issues in IMC ○ Revising the traditional promotion mix ○ Strategies for mass media communications 	Lecture, Research Article	Quiz, Final Exam	CLO4, CLO5
10	<ul style="list-style-type: none"> ● Competitor Strategies 	Lecture, In-Class Exercise	Assignment, Final Exam	CLO2, CLO4

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

	<ul style="list-style-type: none"> ○ Media models for digital marketing ○ Influencer marketing strategies ○ Content marketing strategies 			
--	---	--	--	--

MKT751 Consumer Behaviour

A. Course General Information:

Course Code:	MKT751
Course Title:	Consumer Behavior
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Mandatory elective course for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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.

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
CLO1	Define consumer behavior through the lens of marketing in this ever-changing contemporary realities and technology's revolutionary era.
CLO2	Apply the theories related to consumer behavior.
CLO3	Recognize the role of marketers to understand and shape consumer behavior.
CLO4	Develop marketing strategies considering customer value, customer satisfaction, and customer retention.
CLO5	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
CLO1	✓								
CLO2				✓					
CLO3		✓							
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"> ● Technology-Driven Consumer Behavior <ul style="list-style-type: none"> ○ The Marketing Concept ○ Technology Enriches the Exchange Between Consumers and Marketers ○ Customer Value, Satisfaction, and Retention ○ Consumer Behavior Is Interdisciplinary 	Discussion and related case studies in group/individual form	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> ● Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> ○ Market Segmentation and Effective Targeting ○ Bases for Segmentation ○ Behavioral Targeting ○ Positioning and Repositioning 	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> ● Consumer Motivation <ul style="list-style-type: none"> ○ The Dynamics of Motivation ○ Systems of Needs ○ The Measurement of Motives ○ The Nature and Theories of Personality ○ Personality Traits and Consumer Behavior ○ Product and Brand Personification ○ The Self and Self-Image 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO1, CLO4
4	<ul style="list-style-type: none"> ● Consumer Personality 	Lecture, Notes, Discussions In-	Homework, Midterm	CLO2, CLO4

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

	<ul style="list-style-type: none"> ○ The Tri-Component Attitude Model ○ Multi-Attribute Attitude Models ○ Changing the Motivational Functions of Attitudes ○ The Elaboration Likelihood Model ○ Assigning Causality and Attribution Theory 			
9	<ul style="list-style-type: none"> ● Persuading Consumers ○ The Communication Process ○ Broadcasting versus Narrowcasting ○ Designing Persuasive Messages ○ Persuasive Advertising Appeals ○ Measures of Message Effectiveness 	Lecture, Notes, Discussions, Article Review	Class Activity, Final Exam	CLO2, CLO4
10	<ul style="list-style-type: none"> ● The Family and Its Social Standing ○ The Family as a Socialization Agent ○ Family Decision-Making and Consumption-Related Roles ○ The Family Life Cycle ○ Nontraditional Families and Non-Family Households ○ Social Standing and Consumer Behavior ○ Measuring Social Class ○ Social Classes' Characteristics and Consumer Behavior ○ Geo-Demography and Social Class 	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO4
11	<ul style="list-style-type: none"> ● Marketing Ethics and Social Responsibility 	Lecture, Notes, Discussions, In-	Homework,	CLO6

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

MKT752 Digital Marketing Strategies

A. Course General Information:

Course Code:	MKT752
Course Title:	Digital Marketing Strategies

Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA program
Type:	Elective course for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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
CLO1	Apply digital marketing knowledge to business situations in local and global environments.
CLO2	Analyze digital marketing issues in business situations, draw appropriate and well-justified solutions, and develop and evaluate an effective digital marketing plan.
CLO3	Critically review digital marketing decisions on the basis of social, environmental and cultural considerations.
CLO4	Develop a purposeful content marketing strategy to achieve business and marketing goals.
CLO5	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
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"> Introduction <ul style="list-style-type: none"> Role and importance of digital marketing in current world How digital marketing leads to cost-effective communication with the target audience 	Lecture	Quiz/ Midterm	CLO1
2	<ul style="list-style-type: none"> Setting the Stage: Digital Marketing / Concepts / Landscape <ul style="list-style-type: none"> Services of digital marketing Various concepts related to digital marketing 	Lecture	Quiz/ Midterm	CLO1

	<ul style="list-style-type: none"> ○ Basic understating of digital platforms 			
3	<ul style="list-style-type: none"> ● Building Blocks: Consumer Behavior / ZMOT (Zero moment of truth) / The Consumer Journey <ul style="list-style-type: none"> ○ The consumer decision making stages and how this leads to actual purchase ○ Understanding of the ZMOT (Zero moment of truth) in terms of decision making of the consumers ○ The journey from initial decision to final purchase of a customer 	Lecture	Assignment / Midterm	CLO2
4	<ul style="list-style-type: none"> ● Acquisition and Engagement: <ul style="list-style-type: none"> ○ Understanding the Digital Channels ○ Understanding the scope of engagements in each channel ○ Develop plans to optimize engagement and generate acquisition 	Lecture	Assignment / Midterm	CLO2, CLO4
5	<ul style="list-style-type: none"> ● Email Marketing <ul style="list-style-type: none"> ○ Email Newsletters ○ Acquisition Email ○ Retention Emails ○ Promotional Emails 	Lecture/Lab	Assignment / Midterm	CLO2, CLO4, CLO5
6	<ul style="list-style-type: none"> ● Organic Search (SEO) and Paid Search (SEM) <ul style="list-style-type: none"> ● What is the difference between organic search vs. paid search? ● How to find the right mix. 	Lecture	Quiz/ Midterm	CLO2, CLO4
7	<ul style="list-style-type: none"> ● Review ● Midterm 			
8	<ul style="list-style-type: none"> ● Content Marketing <ul style="list-style-type: none"> ○ How content marketing works ○ Awareness stage ○ Consideration stage 	Lecture/Lab	Quiz/Final	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> ○ Closing stage 			
9	<ul style="list-style-type: none"> ● Digital Marketing Analytics and ROI <ul style="list-style-type: none"> ○ Which Metrics Help You Measure Digital Marketing ROI? ○ Cost per lead (CPL). ○ Lead close rate. ○ Cost per acquisition (CPA). ○ Average order value (AOV). ○ Conversion rates by channel. ○ Conversion rates by device. ○ Exit rate. ○ Blog click-through rates. ○ Customer lifetime value (CLV). ○ Net Promoter Score (NPS). ○ Time invested in project/campaign vs. returns. ○ Traffic to lead ratio. ○ Return on Ad Spend (ROAS). ○ Overall revenue. ○ Customer retention rate 	Lecture/Lab	Assignment / Final	CLO4
10	<ul style="list-style-type: none"> ● Lead Management <ul style="list-style-type: none"> ○ Lead Awareness ○ Lead Education ○ Lead Sampling ○ Lead Conversion 	Lecture/Lab	Assignment / Final	CLO4, CLO5
11	<ul style="list-style-type: none"> ● Web Presence and Landing Pages <ul style="list-style-type: none"> ○ How web presence and landing pages can affect brand and create leads ○ Approaches to optimize web presence. ○ Tools to improve landing pages. 	Lecture/Lab	Assignment / Final	CLO2, CLO3, CLO4
12	<ul style="list-style-type: none"> ● Brand Safety <ul style="list-style-type: none"> ○ Importance of Brand Safety in digital world ○ Various types of digital frauds that can hurt brands Safety measures 	Lecture/	Assignment / Final	CLO4, CLO5

13	<ul style="list-style-type: none"> ● Putting it all together: Creating a Strategy <ul style="list-style-type: none"> ○ Understanding the importance of digital marketing strategy ○ Steps in creating digital marketing strategy ○ Developing evaluation metrics 	Lecture/Lab	Quiz/Final	CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> ● Review ● Group Presentation 			

MKT753 Strategic Brand Management

A. Course General Information:

Course Code	MKT753
Course Title	Strategic Brand Management
Credit Hours	3
Contact Hours/Week	3
Category	Elective course in the EMBA program
Type	Elective course for major in Marketing
Prerequisite	MKT701 Marketing Principles, Strategies and Practices
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 EMBA program. The rationale for including this course in the EMBA program is to provide a solid and hands-on learning experience on brand building. This course prepares EMBA 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
CLO1	Evaluate the situation and performance of a brand and develop a case and recommend future strategies.
CLO2	Apply creative problem-solving skills in complex business environments and brand problems.
CLO3	Formulate, write, design, edit, or produce/create brand elements, brand awareness, brand association, brand image, and brand equity strategies.
CLO4	Develop communication strategies with traditional and interactive/digital mediums.
CLO5	Develop strategic brand equity, brand audit, and brand performance reports based on accurate analyses of a brand.

F. Mapping 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	Brands and brand management <ul style="list-style-type: none"> ○ Definition ○ Challenges and opportunities ○ Brand equity concept ○ Strategic brand management process 	Lecture, case, discussion, an overview of assessment requirements	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2
2	CBBE and brand positioning <ul style="list-style-type: none"> ○ Definition and sources of brand equity ○ Brand positioning guidelines ○ Brand mantras 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2, CLO3
3	Brand resonance and brand value chain <ul style="list-style-type: none"> ○ Steps of building a strong brand ○ Brand resonance model ○ Brand value chain 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO1, CLO2
4	Brand elements and brand equity	Lecture, case, discussion,	Quiz, Group Project Report	CLO3, CLO5

Week	Topic	Teaching– Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> Criteria for choosing brand elements Options and tactics for brand elements Brand elements and brand equity 	Problem-solving, group work	and Presentation, Individual Assessment	
5	Marketing programs and brand equity <ul style="list-style-type: none"> Product strategy and brand equity Pricing strategy and brand equity Channel strategy and brand equity Promotion strategy and brand strategy 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO4, CLO5
6	IMC and brand equity <ul style="list-style-type: none"> New media environment Four major marketing communication options Brand amplifiers IMC for Brand equity 	Lecture, case, discussion, Problem-solving Quiz test–1 (in-class)	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO4, CLO5
7	<ul style="list-style-type: none"> Review Mid-Term Exam/Break 			
8	Brand association and brand equity <ul style="list-style-type: none"> Conceptualizing the leveraging process Co-branding, licensing, celebrity endorsement, sponsorships Brand association and brand equity 	Lecture, case, discussion, Problem-solving, group work	Quiz, Group Project Report and Presentation, Individual Assessment	CLO3, CLO5

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

MKT754 Applied Marketing Research

A. Course General Information:

Course Code:	MKT754
Course Title:	Applied Marketing Research
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course in the EMBA Program
Type:	Elective course for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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"> ● Introduction <ul style="list-style-type: none"> ○ An introduction to marketing research ○ Definition of Marketing Research ○ Motivation on research ○ Challenges and Constraints on research ● A Classification of Marketing Research <ul style="list-style-type: none"> ○ Marketing Research Process ○ The Role of Marketing Research in Marketing Decision Making ○ Marketing Research and Competitive Intelligence ○ The Decision to Conduct Research 	Lecture, Discussion	Quiz, Midterm Exam	CLO1, CLO2, CLO3
2	<ul style="list-style-type: none"> ● Defining marketing research problem and developing an approach <ul style="list-style-type: none"> ○ Importance of Defining a Problem ○ The Process of Defining the Problem and Developing an Approach ○ Tasks involved in Problem Definition ○ Environmental Context of the Problem ○ Management Decision Problem and Marketing Research Problem ○ Defining the Marketing Research Problem 	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

3	<ul style="list-style-type: none"> ● Research Design <ul style="list-style-type: none"> ○ Research Design: Definition ○ Research Design: Classification ○ Exploratory Research ○ Descriptive Research ○ Causal Research ○ Relationships Among Exploratory, Descriptive, and Causal Research ○ Potential Sources of Error ○ Budgeting and Scheduling ○ Marketing Research Proposal 	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> ● Exploratory Research Design: Secondary data: Qualitative and Quantitative research <ul style="list-style-type: none"> ○ Primary Versus Secondary Data ○ Advantages and Uses of Secondary Data ○ Disadvantages of Secondary Data ○ Criteria for Evaluating Secondary Data 	Discussion, Lecture	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO3, CLO4
5	<ul style="list-style-type: none"> ● Exploratory Research Design: Qualitative Research <ul style="list-style-type: none"> ○ Primary Data: Qualitative Versus Quantitative Research ○ Rationale for Using Qualitative Research Procedures ○ A Classification of Qualitative Research Procedures ○ Focus Group ○ In-depth interviews Analysis for qualitative data 	Discussion, Lecture, Interactive Class Activities on Projective Techniques	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO3

6	<ul style="list-style-type: none"> ● Survey and Observation <ul style="list-style-type: none"> ○ Survey Methods ○ Survey Methods Classified by Mode of Administration ○ A Comparative Evaluation of Survey Methods ○ Selection of Survey Method(s) ○ Observational Methods Classified by Mode of Administration ○ A Comparative Evaluation of Observational Methods ○ A Comparison of Survey and Observational Methods ○ Ethnographic Research and Other Methods 	Discussion, Lecture, Case Study Discussion	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO2, CLO3
7	<ul style="list-style-type: none"> ● Review ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Experimentation <ul style="list-style-type: none"> ○ Concept of Causality ○ Conditions for Causality ○ Definition of Concepts ○ Definition of Symbols ○ Validity in Experimentation ○ Extraneous Variables ○ Controlling Extraneous Variables ○ A Classification of Experimental Designs <ul style="list-style-type: none"> ○ Pre-experimental Designs ○ True Experimental Designs ○ Quasi Experimental Designs 	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4
9	<ul style="list-style-type: none"> ● Measurement and Scaling: Fundamentals and comparative scaling <ul style="list-style-type: none"> ○ Measurement and Scaling ○ Primary Scales of Measurement ○ A Comparison of Scaling Techniques ○ Comparative Scaling Techniques ○ Verbal Protocols 	Discussion, Lecture In Class Activity	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5

10	<ul style="list-style-type: none"> ● Measurement and Scaling: Non-comparative Scaling Techniques <ul style="list-style-type: none"> ○ Continuous Rating Scale ○ Itemized Rating Scale ○ Non-comparative Itemized Rating Scale Decisions ○ Multi-item Scales ○ Scale Evaluation ○ Choosing a Scaling Technique ○ Mathematically Derived Scales ○ True Score Model ○ Reliability, Validity and Generalizability 	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> ● Questionnaire and Form design <ul style="list-style-type: none"> ○ Questionnaire and Observation Forms ○ Questionnaire Design Process ○ Specify the Information Needed ○ Type of Interviewing Method ○ Individual Question Content ○ Overcoming Inability to Answer ○ Overcoming Unwillingness to Answer ○ Choosing Question Structure ○ Choosing Question Wording ○ Determining the Order of Questions ○ Form and Layout ○ Reproduction of the Questionnaire ○ Pretesting and Pilot Survey 	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> ● Sampling: Design and Procedures Sample or Census <ul style="list-style-type: none"> ○ The Sampling Design Process ○ A Classification of Sampling Techniques ○ Choosing Non-probability Versus Probability Sampling ○ Uses of Non-probability Versus Probability Sampling ○ Internet Sampling 	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5

13	<ul style="list-style-type: none"> ● Sampling and Final and Initial Sample Size Determination <ul style="list-style-type: none"> ○ Definitions and Symbols ○ The Sampling Distribution ○ Statistical Approach to Determining Sample Size ○ The Confidence Interval Approach ○ Sample Size Determination: Means ○ Sample Size Determination: Proportions ○ Multiple Characteristics and Parameters ○ Other Probability Sampling Techniques ○ Adjusting the Statistically Determined Sample Size ○ Calculation of Response Rates ○ Nonresponse Issues in Sampling 	Discussion, Lecture Lab Class	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> ● Data Preparation <ul style="list-style-type: none"> ○ Data Preparation process ○ Questionnaire Checking ○ Editing ○ Treatment of Unsatisfactory Responses ○ Coding and Coding Questions ○ Developing a Data File Transcribing ○ Data Cleaning ○ Consistency Checks ○ Treatment of Missing Responses ○ Statistically Adjusting the Data ○ Weighting ○ Variable Specification ○ Scale Transformation ○ Selecting a Data Analysis Strategy ○ A Classification of Statistical Techniques 	Discussion, Lecture Lab Class	Quiz, Assignment, Final Exam, Term Project	CLO4, CLO5, CLO6
14	● Presentation of Group Project		Term project	
	● Final Review and Course Wrap Up			

MKT755 Service Marketing

A. Course General Information:

Course Code:	MKT755
Course Title:	Service Marketing
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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
CLO1	Define service through the lens of marketing in this ever-changing contemporary realities and technology's revolutionary era
CLO2	Apply the theories related to services in their respective contexts
CLO3	Identify roles as a marketer and how to manage services based on the Gaps model of service quality
CLO4	Develop service blueprint strategies to design services with provisions for services repair, building and retaining loyalty.
CLO5	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
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"> ● Introduction to Services <ul style="list-style-type: none"> ○ Contributions of Service Industries ○ Tangibility Spectrum ○ Eight Central Paradoxes of Technological Products ○ Characteristics of Services Compared to Goods ○ Implications of Intangibility ○ Implications of Heterogeneity ○ Implications of Simultaneous Production and Consumption ○ Implications of Perishability ○ Challenges and Questions for Service Marketers ○ Traditional Marketing Mix ○ Expanded Mix for Services – The 7 Ps ○ Ways to Use the 7 Ps 	Discussion and related case studies in group/individual form	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> ● Conceptual Framework of the Book: The Gaps Model of Service Quality <ul style="list-style-type: none"> ○ The Customer Gap ○ Key Factors Leading to the Customer Gap ○ Gaps Model of Service Quality ○ Provider Gap 1 ○ Key Factors Leading to Provider Gap 1 ○ Provider Gap 2 	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2

	<ul style="list-style-type: none"> ○ Key Factors Leading to Provider Gap 2 ○ Provider Gap 3 ○ Key Factors Leading to Provider Gap 3 ○ Provider Gap 4 ○ Key Factors Leading to Provider Gap 4 ○ Gaps Model of Service Quality ○ Ways to Use Gap Analysis 			
3	<ul style="list-style-type: none"> ● Customer Expectations of Service <ul style="list-style-type: none"> ○ Possible Levels of Customer Expectations ○ Dual Customer Expectation Levels ○ The Zone of Tolerance ○ Zones of Tolerance for Different Service Dimensions ○ Factors That Influence Desired Service ○ Factors That Influence Adequate Service ○ Sources of Both Desired and Predicted Service Expectations ○ Factors That Influence Desired and Predicted Service ○ Frequently Asked Questions About Customer Expectations 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> ● Customer Perceptions of Service <ul style="list-style-type: none"> ○ Customer Perceptions of Quality and Customer Satisfaction ○ Factors Influencing Customer Satisfaction 	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> ○ Outcomes of Customer Satisfaction ○ Top Box Scores – A Higher Standard ○ What is Service Quality? The Five Dimensions of Service Quality ○ How Customers Judge the Five Dimensions of Service Quality 			
5	<ul style="list-style-type: none"> ● SERVQUAL Attributes ○ Exercise to Identify Service Attributes ○ The Service Encounter ○ Service Encounters: An Opportunity to Build Satisfaction and Quality ○ Common Themes in Critical Service Encounters Research ○ Recovery ○ Adaptability ○ Spontaneity ○ Coping ○ Technology-Based Service Encounters 	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO4
6	<ul style="list-style-type: none"> ● Listening to Customers through Research ○ Common Research Objectives for Services ○ Criteria for an Effective Service Research Program ○ Portfolio of Services Research: Research Is NOT Just Surveys! ○ Common means for answering questions 	Lecture, Notes, Discussions, Video Demonstration	Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3
7	Midterm week			
7	<ul style="list-style-type: none"> ● Elements in an Effective Customer Research Program for Services 	Lecture, Discussions,	In-class Exercises	CLO6

	<ul style="list-style-type: none"> ○ Importance/Performance Matrix ○ Using Marketing Research Information ○ Upward Communication 	Research/project proposal exercise		
8	<ul style="list-style-type: none"> ● Building Customer Relationships ○ Relationship Marketing ○ The “Bucket Theory of Marketing” ○ Customer Goals of Relationship Marketing ○ A Typology of Exchange Relationships ○ Benefits of Relationship Marketing ○ Customer Loyalty Exercise ○ Lifetime Value of a Customer ○ The Customer Pyramid ○ Relationship Development Model ○ Strategies for Building Relationships ○ Levels of Relationship Strategies ○ “The Customer Is NOT Always Right” ○ Ending Business Relationships 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Final Exam	CLO6
9	<ul style="list-style-type: none"> ● Service Recovery ○ Complaining Customers: The Tip of the Iceberg ○ The Service Recovery Paradox ○ Customer Complaint Actions Following Service Failure ○ Types of Complainers ○ Service Recovery Strategies ○ Fixing the Customer ○ Treat Customers Fairly 	Lecture, Notes, Discussions, Article Review	Class Activity, Final Exam	CLO4

	<ul style="list-style-type: none"> ○ Fixing the Problem ○ Service Guarantees ○ Characteristics of an Effective Service Guarantee ○ Benefits of Service Guarantees ○ When to Use (or Not Use) a Guarantee ○ Causes Behind Service Switching 			
10	<ul style="list-style-type: none"> ● Service Innovation and Design ○ Risks of Relying on Words Alone to Describe Services ○ Important Considerations for Service Innovation ○ Types of Service Offering Innovations ○ Service Innovation and Development Process ○ New Service Strategy Matrix for Identifying Growth Opportunities ○ Service Blueprinting ○ Service Blueprint Components ○ Benefits of Service Blueprinting ○ Building a Service Blueprint 	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO4, CLO6
11	<ul style="list-style-type: none"> ● Customer-Defined Service Standards ○ Factors Necessary for Appropriate Service Standards ○ Service Standards ○ Hard Customer-Defined Standards ○ Soft Customer-Defined Standards ○ Process for Setting Customer-Defined Standards ○ What Customers Expect: Getting to Actionable Steps 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Final Exam, In-class Exercises	CLO4, CLO6

12	<ul style="list-style-type: none"> ● Physical Evidence and the Servicescape <ul style="list-style-type: none"> ○ Physical Evidence ○ Elements of Physical Evidence ○ Physical Evidence from the Customer's Point of View ○ How Does Physical Evidence Affect the Customer Experience? ○ Typology of Service Organizations Based on Form and Use of the Servicescape ○ Roles of the Servicescape 	Lecture, Notes, Discussions	Class Activity, Final Exam	CLO6
13	<ul style="list-style-type: none"> ● A Framework for Understanding Environment-User Relationships in Service Organizations <ul style="list-style-type: none"> ○ Understanding Servicescape Effects on Behavior ○ Individual Behaviors in the Servicescape ○ Social Interactions in the Servicescape ○ Internal Responses to the Servicescape ○ Variations in Individual Response ○ Environmental Dimensions ○ Guidelines for Physical Evidence Strategy 	Lecture, Notes, Discussions	Class Activity, Final Exam	CLO7
14	<ul style="list-style-type: none"> ● Term Paper Presentation and Review <ul style="list-style-type: none"> ○ Multiple topics listed above covered in the Group Project 	Presentation of (Group Project) and Feedback	Final Exam, Group Project	CLO7

MKT756 Global Marketing

A. Course General Information:

Course Code:	MKT756
Course Title:	Global Marketing
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective course for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	None

B. Course Catalog Description:

The focus of the course is to provide EMBA 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 EMBA 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 – Marketing Principles, Strategies and Practices. All EMBA 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:

SL.	CLO Description
CLO1	Recognize the differences that exist between local and international marketing.
CLO2	Develop an appreciation of the similarities of both domestic and international marketing to capitalize on this to save cost.
CLO3	Develop cultural empathy in designing/adapting new products, pricing, placement, and promotion keeping host country consumers' cultural sensitivity in mind
CLO4	Design effective marketing strategies to expand and extend business across different cultures
CLO5	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	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"> Introduction to Global Marketing 	Lecture, Discussions and interaction	Quiz/Midterm Exam/ Final Exam	CLO1

	<ul style="list-style-type: none"> ○ Global marketing: what it is and what it is not ○ The importance of global marketing ○ Stages of international marketing involvement ○ Management orientations ● The Dynamic Environment of International Trade <ul style="list-style-type: none"> ○ Trade barriers ○ Balance of payments ○ Protectionism ○ Easing trade restrictions 			
2	<ul style="list-style-type: none"> ● Cultural Dynamics in Assessing global market <ul style="list-style-type: none"> ○ The search for cultural universals ○ High-and low-context cultures ○ Hofstede's cultural typology ○ Self-reference criterion ○ Cultural sensitivity 	Lecture, Discussions and interaction, Group work	Assignment/ Quiz/Midterm Exam/ Final Exam	CLO1, CLO3
3	<ul style="list-style-type: none"> ● Culture, Management Style, and Business Systems <ul style="list-style-type: none"> ○ Required adaptation ○ Management styles around the world ○ Gender bias in international business ○ Business ethics 	Lecture, Discussions and interaction, Group presentation, Problem-solving exercises	Assignment/ Midterm Exam/ Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> ● The Political, Legal, and Regulatory Environments <ul style="list-style-type: none"> ○ Nation-states and sovereignty ○ Political risks of global business ○ Political vulnerability ○ Common vs. code law 	Lecture, Discussions and interaction	Assignment/ Quiz/Midterm Exam/ Final Exam	CLO1

	<ul style="list-style-type: none"> ○ Conflict resolution, dispute settlement, and litigation ○ Protection of intellectual property rights 			
5	<ul style="list-style-type: none"> ● Developing Global Vision through Marketing Research <ul style="list-style-type: none"> ○ Sources of Market Information ○ The research processes ○ Multicultural research: a special problem ○ Estimating market demand 	Lecture, Discussions, Problem-solving exercises	Quiz/Midterm Exam/ Final Exam	CLO2, CLO3, CLO5
6	<ul style="list-style-type: none"> ● Global Marketing Management: Planning and Organization <ul style="list-style-type: none"> ○ Planning for global markets ○ Alternative market-entry strategies ○ Organizing for global competition 	Lecture, Discussions and interaction	Quiz/Midterm Exam/ Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> ● Review ● Midterm Exam 			
8	<ul style="list-style-type: none"> ● Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> ○ Global market segmentation ○ Global targeting ○ Global product positioning 	Lecture, Discussions, Problem-solving exercises	Assignment / Final Exam	CLO4
9	<ul style="list-style-type: none"> ● Product Decisions in Global Market <ul style="list-style-type: none"> ○ Products and culture ○ Analyzing product components for adaptation ○ Marketing consumer services globally ○ Brands in international market ○ Attitudes toward country of origin 	Lecture, Discussions, Problem-solving exercises	Quiz/ Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> ○ New products in global marketing 			
10	<ul style="list-style-type: none"> ● Pricing Strategy in Global Market <ul style="list-style-type: none"> ○ Environmental influences on pricing decisions ○ Global pricing objectives and strategies ○ Gray market goods ○ Dumping ○ Transfer pricing 	Lecture, Discussions, Problem-solving exercises	Assignment/ Final Exam	CLO3, CLO4
11	<ul style="list-style-type: none"> ● Integrated Marketing Communications and Global Advertising <ul style="list-style-type: none"> ○ Global Advertising and branding ○ Global advertising content: extension vs. adaptation debate ○ Selecting an advertising agency ○ Advertising appeals ○ Growing role of public relations in global marketing communications ○ Trade shows and exhibitions 	Lecture, Discussions, Problem-solving exercises	Quiz / Final Exam	CLO3, CLO4
12	<ul style="list-style-type: none"> ● Global Marketing Channels and Physical Distributions <ul style="list-style-type: none"> ○ Channel-of-distribution structures ○ International channel innovation ○ Alternative Middleman choices ○ Factors affecting choice of channels 	Lecture, Discussions, Problem-solving exercises	Quiz/Midterm Exam/ Final Exam	CLO3, CLO4

13	<ul style="list-style-type: none"> ● Presentation of Group Projects 	Group work, Presentation, and Feedback	Final Exam	CLO4
14	<ul style="list-style-type: none"> ● Class Activity ● Review 	Problem-solving exercises, Group work Discussions and interaction	Final Exam	CLO1, CLO3

MKT757 Advanced Marketing Communication Strategy

A. Course General Information:

Course Code:	MKT757
Course Title:	Advanced Marketing Communication Strategy
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA Program
Type:	Elective for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	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	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"> ● Introduction <ul style="list-style-type: none"> ○ Importance of strategic marketing communication ○ Evolution and recent landscape of marketing communication 	Lecture	Quiz/Midterm/Final	CLO1
2	<ul style="list-style-type: none"> ● Fundamental concepts of strategic marketing communication <ul style="list-style-type: none"> ○ Identifying your target audience. ○ Standing out among competitors. ○ Developing key messages. ○ Selecting the communication channels. ○ Increasing awareness. ○ Changing attitudes. ○ Influence purchase intent. ○ Influence trial purchase. 	Lecture	Quiz/Midterm/Final	CLO1
3	<ul style="list-style-type: none"> ● Translating communication concepts in marketing context <ul style="list-style-type: none"> ○ Concept of Marketing Communication ○ Marketing Communication Objectives ○ Process of Communication in Marketing ○ Golden Rules of Marketing Communications ○ Components of Integrated Marketing Communication 	Lecture	Quiz/Midterm/Final	CLO2
4	<ul style="list-style-type: none"> ● Segmentation, Targeting and Positioning (STP) <ul style="list-style-type: none"> ○ Framework for STP ○ Approaches for managing customer heterogeneity ○ Process for managing customer heterogeneity 	Lecture	Quiz/Midterm/Final	CLO2, CLO3
5	<ul style="list-style-type: none"> ● Communication Planning <ul style="list-style-type: none"> ○ Importance of planning ○ Situational or Contextual Analysis ○ Budgeting 	Lecture	Quiz/Midterm/Final	CLO3, CLO4

	<ul style="list-style-type: none"> ○ Communication Mix Strategy ○ Evaluating the Program 			
6	<ul style="list-style-type: none"> ● Advertising Strategy <ul style="list-style-type: none"> ○ Understand the use-case of various advertising strategies 	Lecture	Quiz/Midterm/Final	CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> ● Review ● Mid-term 			
8	<ul style="list-style-type: none"> ● Advertising and marketing experiments <ul style="list-style-type: none"> ○ Define advertising and marketing experiments ○ Importance of advertising and experiments strategies ○ Factors to establish causality ○ Various concepts and testing strategies related to advertising and experiments 	Lecture	Quiz/Final	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> ● Measuring communication <ul style="list-style-type: none"> ○ Internal and external marketing communication ○ Importance of measuring communication ○ Measuring associate understanding and attitudes ○ Understanding behavioral change in communication 	Lecture	Quiz/Final	CLO3, CLO4
10	<ul style="list-style-type: none"> ● Use of Media <ul style="list-style-type: none"> ○ Use of various media in recent marketing strategies ○ Optimizing broadcast ○ Optimizing media print ○ Optimizing support media ○ Optimizing digital media 	Lecture	Quiz/Final	CLO3, CLO4
11	<ul style="list-style-type: none"> ● Marketing Public Relations and Sponsorship <ul style="list-style-type: none"> ○ Define marketing public relations (MPR) ○ Importance of public relations and sponsorships ○ Proactive and reactive marketing public relations ○ Event sponsorships and cause related marketing 	Lecture	Quiz/Final	CLO2, CLO3, CLO4

12	<ul style="list-style-type: none"> ● Viral marketing and seeding in networks <ul style="list-style-type: none"> ○ Social network analysis ○ Concept and basic characteristics of viral marketing ○ Concept of Centrality ○ Determinants of a Successful Viral Campaign 	Lecture	Quiz/Final	CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> ● Crafting Strategic Communication Plan <ul style="list-style-type: none"> ○ Steps in crafting strategic communication plan ○ Developing metrics to measure and monitor the effectiveness of the communication plan. 	Lecture	Quiz/Final	CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> ● Review and Group Presentation 	Lecture	Quiz/Final	

MKT758 Marketing Analytics

A. Course General Information:

Course Code:	MKT758
Course Title:	Marketing Analytics
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective in the EMBA program
Type:	Elective for Major in Marketing
Prerequisites:	MKT701 Marketing Principles, Strategies and Practices
Co-requisites:	None

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
CLO1	Gain an overview of the recent landscape of marketing analytics.
CLO2	Recognize various scenarios where analytics can assist and improve marketing decisions
CLO3	Apply analytical tools to analyze a variety of data collected by marketers.
CLO4	Develop managerial insights from analytical study
CLO5	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"> ● Introduction, basic marketing models, Analytical framework for marketing models <ul style="list-style-type: none"> ○ Evolution of marketing analytical framework ○ Approaches and philosophy of market analytics. 	Lecture	Quiz/Midterm	CLO1, CLO2
2	<ul style="list-style-type: none"> ● Marketing Metrics <ul style="list-style-type: none"> ○ Importance using metrics in marketing ○ Creating value in metrics ○ Understanding Customer Lifetime Value ○ Understanding marketing ROI 	Lecture	Quiz/Midterm	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Managing Customer Heterogeneity <ul style="list-style-type: none"> ○ Approaches for managing customer heterogeneity ○ Segmenting, Targeting, and Positioning (STP) approach ○ Framework and tools for managing customer heterogeneity 	Lecture/ Lab	Assignment / Midterm	CLO2, CLO3, CLO4
4	<ul style="list-style-type: none"> ● Building analytics products and the digital marketing ecosystem <ul style="list-style-type: none"> ○ What is the digital marketing ecosystem? ○ The elements of digital marketing ecosystem 	Lecture/ Lab	Assignment / Midterm	CLO2, CLO3, CLO4

5	<ul style="list-style-type: none"> ● Managing Customer Dynamics <ul style="list-style-type: none"> ○ Importance of managing customer dynamics ○ Factors of customer dynamics at the individual, market and environmental level. ○ Frameworks and approaches for managing customer dynamics 	Lecture/ Lab	Assignment / Midterm	CLO2, CLO3, CLO4
6	<ul style="list-style-type: none"> ● Advertising Analytics <ul style="list-style-type: none"> ○ What are advertising Analytics? ○ Attribution ○ Optimization ○ Allocation ○ Benefits of advertising analytics ○ Tools for advertising analytics 	Lecture	Quiz/Midterm	CLO3, CLO4
7	<ul style="list-style-type: none"> ● Review ● Midterm 			
8	<ul style="list-style-type: none"> ● Product experimentation <ul style="list-style-type: none"> ○ What is product experimentation and why does it matter? ○ A/B testing ○ Multivariate testing ○ Funnel testing ○ Split testing 	Lecture	Quiz/Final	CLO3, CLO4
9	<ul style="list-style-type: none"> ● Predictive modelling with marketing data <ul style="list-style-type: none"> ○ Why are predictive analytics for marketing important? ○ Predictive analytics measurement model ○ Use cases for predictive analytics ○ How can marketers use predictive analytics in their marketing strategy? ○ Using penalized regression 	Lecture/ Lab	Assignment / Final	CLO4

10	<ul style="list-style-type: none"> ● Analytics in B2B marketing and startups <ul style="list-style-type: none"> ○ Why is B2B marketing analytics important? ○ Identifying what B2B data ○ What types of B2B data are available 	Lecture/ Lab	Assignment / Final	CLO3, CLO4
11	<ul style="list-style-type: none"> ● Recommendation and personalization <ul style="list-style-type: none"> ○ What is personalized product recommendation? ○ Marketing application of Recommendations Engines ○ How do product recommendation engines work? ○ Types of product recommendations filtering 	Lecture/Lab	Assignment / Final	CLO2, CLO3, CLO4
12	<ul style="list-style-type: none"> ● Viral marketing and seeding in networks <ul style="list-style-type: none"> ○ Social network analysis ○ Concept and basic characteristics of viral marketing ○ Concept of Centrality ○ Determinants of a Successful Viral Campaign 	Lecture/ Lab	Assignment / Final	CLO4, CLO5
13	<ul style="list-style-type: none"> ● Dashboarding <ul style="list-style-type: none"> ○ Importance of Dashboarding ○ Tools of data visualization ○ Developing dashboard with novel third-party data sources 	Lecture	Quiz/Final	CLO4, CLO5
14	<ul style="list-style-type: none"> ● Review and Group Presentation 			

Course Code and Title: MKT766 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.

MSC703 Applied Quantitative Analysis for Business

A. Course General Information:

Course Code:	MSC703
Course Title:	Applied Quantitative Analysis for Business
Credit Hours:	3
Contact Hours/Week:	3
Category:	Foundation Course in the EMBA Program
Type:	Business Foundation
Prerequisites:	None
Co-requisites:	None

B. Course Catalog Description:

This course intends to develop students' understanding of systematic data analysis. Students will learn the fundamentals of probability, regression analysis including their interpretation, model formation, and various other statistical methods and techniques for better business decisions. Students will master applying statistical tools in a typical business addressing problems related to operations, finance, and marketing.

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 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. Enable the learners demonstrate a sound knowledge of mathematical and statistical terms associated with business decision making.
2. Explain various business operations and relevant quantitative tools for effective measures of overall business operations.

3. Train the learners apply quantitative techniques to solve a variety of business problems they are exposed to in day-to-day operations.
4. Facilitate the learners assess and interpret statistical information.

E. Course Learning Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Identify various sources of a quantifiable problem in business operations.
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 the higher management.

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"> • Introductions <ul style="list-style-type: none"> ○ Number system ○ Review of basic algebra ○ Equations and functions ○ Set theory, Venn diagram and application 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, COL5
2	<ul style="list-style-type: none"> • Set Theory, Venn Diagram and Application <ul style="list-style-type: none"> ○ Defining and conceptualizing sets ○ Types and categories of sets 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> ○ Set operations ○ Venn diagram 		Exam, Final Exam	
3	<ul style="list-style-type: none"> ● Introduction to Probability <ul style="list-style-type: none"> ○ Experiments and Sample Space ○ Assigning probabilities to experimental outcomes ○ Events and their probabilities ○ Basic relationships of probability 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> ● Introduction to Probability (Continued) <ul style="list-style-type: none"> ○ Bayes' Theorem ○ Simpson's Paradox 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
5	<ul style="list-style-type: none"> ● Probability Distribution <ul style="list-style-type: none"> ○ Random variables ○ Discrete Random Variable ○ Binomial probability distribution ○ Poisson probability distribution 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> ● Decision Analysis <ul style="list-style-type: none"> ○ Problem formulation ○ Decision making without probability 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> ● Decision Analysis (Continued) <ul style="list-style-type: none"> ○ Decision making with probability ○ Risk analysis and sensitivity analysis 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
8	<ul style="list-style-type: none"> ● Time Series Analysis and Forecasting <ul style="list-style-type: none"> ○ Time series patterns ○ Forecast accuracy ○ Moving average ○ Exponential smoothing 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> ● Time Series Analysis and Forecasting (Continued) <ul style="list-style-type: none"> ○ Linear trend projection ○ Seasonality ○ Computer application for forecasting 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
10	<ul style="list-style-type: none"> ● Introduction to Linear Programming <ul style="list-style-type: none"> ○ Simple maximization and minimization problem ○ Graphical solution procedure 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> ○ Extreme points and optimal solution 		Exam, Final Exam	
11	<ul style="list-style-type: none"> ● Matrix Algebra <ul style="list-style-type: none"> ○ Types and categories of matrix ○ Matrix operations ○ Determinants 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
12	<ul style="list-style-type: none"> ● Matrix Algebra (Continued) <ul style="list-style-type: none"> ○ Inverse matrix 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
13	<ul style="list-style-type: none"> ● Calculus: Differentiation <ul style="list-style-type: none"> ○ Derivatives ○ Techniques of differentiation ○ Optimization of business/economic function ○ Partial differentiation 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> ● Basics of Integration <ul style="list-style-type: none"> ○ Anti-derivatives ○ Definite integrals ○ Application to business and management 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4

OPN705 Operations and Supply Chain Management

A. Course General Information:

Course Code:	OPN705
Course Title:	Operations and Supply Chain Management
Credit Hours:	3
Contact Hours/Week:	3
Category	Functional Core Course in the EMBA Program
Type:	Mandatory Core Course in the EMBA Program
Prerequisites:	MSC703 Applied Quantitative Analysis for Business
Co-requisites:	None

B. Course Catalog Description (Content):

This course focuses on the cutting-edge topics in operations, value chain, and supply chain management to gain a significant competitive advantage and deliver superior value. Topics include - process design and execution, lean operations, quality management, inventory control, supply management, and introducing project management. Students will master these contemporary and effective tools and techniques to successfully manage the complex operation processes of 21st-century's competitive global businesses.

C. Rationale of the Course:

This course covers a wide set of topics to enable students to develop skills and concepts required to manage a firm's operations. It provides an overview of the integrated activities and processes that are necessary to provide products and services which improve a firm's competitiveness. Topics include methods and models that assist managers to make better decisions over time, as well as technology and its management to ensure a firm's operations can contribute to its strategic objectives.

D. Course Objective:

The major objectives of this course are to:

1. Discuss the importance of operations management in different contexts of business management, and to become familiar with some common functions in operations management.
2. Demonstrate the applications of mathematical models as decision-making tools and performance measures in the context of business operations, and to gain practical hands-on experience in the usage of some basic models commonly employed operations management.
3. Illustrate supply chain management and discuss the strategic decision-making aspects of supply chain management.
4. State green and sustainable supply chain management and discuss the implications of it in the contemporary business world.
5. Discuss different tools, techniques and methods for effectively managing the supply chain network.

E. Course Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Describe the fundamentals of operations and supply chain management.
CLO2	Explain comprehension of the business operations and their importance in creation of value and the successful running of a business organization.

CLO3	Use the mathematical models for managing operations effectively
CLO4	Describe strategic decision process for designing supply chain network
CLO5	Evaluate the existing supply chain network and identify appropriate supply chain network

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

	PO1	PO2	PO3	PO4	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 CLOs
1	● Introduction <ul style="list-style-type: none"> ○ Define the terms operations management and supply chain. ○ Identify similarities and differences between production and service operations. ○ Describe the operations function and the nature of the operations manager's job. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	● Forecasting <ul style="list-style-type: none"> ○ Outline the steps in the forecasting process. 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> Describe the key factors and trade-offs to consider when choosing a forecasting technique 			
3	<ul style="list-style-type: none"> Strategic Capacity Planning <ul style="list-style-type: none"> Discuss the major considerations related to developing capacity alternatives. Briefly describe approaches that are useful for evaluating capacity alternatives. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
4	<ul style="list-style-type: none"> Process Selection and Facility Layout <ul style="list-style-type: none"> Explain the strategic importance of process selection and the influence it has on the organization and its supply chain. Solve simple line-balancing problems. Develop simple process layouts. 	Lecture, Discussions, Problem solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
5	<ul style="list-style-type: none"> Work Design and Measurement <ul style="list-style-type: none"> Describe behavioral approaches to job design. Describe and compare time study methods and perform calculations. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO5
6	<ul style="list-style-type: none"> Management of Quality <ul style="list-style-type: none"> Explain why quality is important and the consequences of poor quality. Describe TQM and Six Sigma methodology. 	Lecture, Discussions, Problem solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
7	Review Session Mid-term Exam			

8	<ul style="list-style-type: none"> ● Understanding the Supply Chain <ul style="list-style-type: none"> ○ Discuss the goal of a supply chain and explain the impact of supply chain decisions on the success of a firm ○ Identify the three key supply chain decision phases and explain the significance of each one. ○ Describe the cycle and push/pull views of a supply chain. 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> ● Supply Chain Performance: Achieving Strategic Fit and Scope <ul style="list-style-type: none"> ○ Explain why achieving strategic fit is critical to a company's overall success. ○ Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy. ○ Describe the major challenges that must be overcome to manage a supply chain successfully 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO5
10	<ul style="list-style-type: none"> ● Supply Chain Drivers and Metrics <ul style="list-style-type: none"> ○ Identify the major drivers of supply chain performance. ○ Discuss the role of each driver in creating strategic fit between the supply chain strategy and the competitive strategy. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4

	Define the key metrics that track the performance of the supply chain in terms of each driver.			
11	<ul style="list-style-type: none"> ● Designing Distribution Networks and Applications to Online Sales <ul style="list-style-type: none"> ○ Identify the key factors to be considered when designing a distribution network. ○ Discuss the strengths and weaknesses of various distribution options. ○ Understand how online sales have affected the design of distribution networks in different industries. 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
12	<ul style="list-style-type: none"> ● Designing Distribution Networks and Applications to Online Sales (Continued) <ul style="list-style-type: none"> ○ Omni channel ○ Understand how online sales have affected the design of distribution networks in different industries. ○ Discuss several models of omni channels 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> ● Network Design in the Supply Chain <ul style="list-style-type: none"> ○ Understand the role of network design in a supply chain. ○ Identify factors influencing supply chain network design decisions. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> ○ Develop a framework for making network design decisions. ○ Use optimization for facility location and capacity allocation decisions. 			
14	Presentation Sessions		Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO5

OPN722 Analytical Decision Making

A. Course General Information:

Course Code:	OPN722
Course Title:	Analytical Decision Making
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA
Type:	Elective for the students of EMBA with a major in operations management and Management Science
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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 analyses 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 you to integrate judgments with other types of information in a logical and defensible manner.

E. Course Outcomes (CLOs):

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

SL.	CLO Description
CLO1	Interpret data to inform real world decisions
CLO2	Describe the assumptions, strengths and limitations of different types of data for informing decision making
CLO3	Explain robust analytical questions and identify the most effective analytical techniques to answer these questions
CLO4	Communicate, interpret, and process complex data to a non-specialist audience
CLO5	Assess the robustness of data for decision making.

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

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
CLO1	✓								
CLO2	✓								✓

CLO3		✓	✓						
CLO4	✓				✓				✓
CLO5						✓			✓

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
1	Introduction <ul style="list-style-type: none"> ○ Course Introduction ○ Decision-Making Processes 	Lecture, Materials, Discussion	Mid Exam, Final Exam	CLO1
2	Decision on Product Mix and Optimization <ul style="list-style-type: none"> ○ Linear Programming ○ Formulation 	Lecture, Materials, Problem Formulating, Excel Solver	Mid Exam, Final Exam	CLO1, CLO2
3	Decision on Product Mix and Optimization <ul style="list-style-type: none"> ○ Solution ○ Sensitivity Analysis 	Lecture, Materials, Presentation, solving problem Discussion, Excel Solver	Assignment, Quiz, Mid Exam, Final Exam	CLO2, CLO3, CLO4
4	Review of Statistics <ul style="list-style-type: none"> ○ Probability and Uncertainty ○ Confidence Intervals ○ Hypothesis Testing 	Lecture, Materials, Presentation, Solving Problems, Discussion	Mid Exam, Final Exam	CLO1, CLO2, CLO4
5	Decision-Making Fundamentals	Lecture, Materials, Presentation,	Case Study, Mid Exam, Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> Decision Making Concepts Decision making under probabilistic situation Decision making under uncertain situation 	Solving Problems, Discussion, Excel		
6	Decision-Making Fundamentals <ul style="list-style-type: none"> Decision Tree 	Lecture, Materials, Presentation, Solving Problems, Discussion	Mid Exam, Final Exam	CLO2, CLO4
7	Analytical hierarchy process <ul style="list-style-type: none"> Process to Take Decision considering Different objectives 	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CLO3, CLO5
8	Decision Analysis and Games <ul style="list-style-type: none"> Decision Theory and Risk Decision-Making Under Certainty Decision-Making Under Risk 	Lecture, Presentation, MS Excel	Assignment, Final Exam	CLO2, CLO4, CLO5
9	Decision Analysis and Games <ul style="list-style-type: none"> Decision-Making Under Uncertainty Game Theory 	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CLO3, CLO4
10	Simulation and Optimization <ul style="list-style-type: none"> Different Types of Simulations Monte Carlo Simulation 	Lecture, Presentation, Excel	Case Study, Final Exam	CLO2, CLO3, CLO4
11	Simulation and Optimization <ul style="list-style-type: none"> Different Types of optimization Model 	Lecture, Materials, Presentation, Discussion	Final Exam	CLO2, CLO3, CLO4
12	Queuing System <ul style="list-style-type: none"> Waiting Line and Services Different Types of Waiting Line Simulation 	Lecture, Materials, Presentation, Discussion, Excel	Final	CLO2, CLO3, CLO4
13	Overview and Project Presentation	Presentation		CLO1, CLO4, CLO5

14	Project Presentation	Presentation		CLO1, CLO4, CLO5
----	-----------------------------	--------------	--	------------------

OPN723 Project Management

A. Course General Information:

Course Code:	OPN723
Course Title:	Project Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA
Type:	Elective course for the students of EMBA with a major in Operations and Supply Chain Management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	None

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:

Discuss the project management principals and tools for planning, executing, team building, controlling project or program

1. Explain concepts addressing specific management needs at the individual, team, division, and/or organizational level
2. Demonstrate project plan, manage both stakeholders and relationships, organize their team, develop a project charter, and build a business case for a project
3. Discuss the perspective of leadership effectiveness in managing organizational projects
4. 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
CLO1	Describe the concept of project management and its importance to professional life.
CLO2	Explain project assessment using information from previous projects and lessons learned.
CLO3	Identify project life cycle. Plan and make schedule of a project using CPM, Gantt chart, and PERT
CLO4	Allocate resources to different activities while planning a project. Reschedule a project by crashing and by levelling resources. Structure project organogram.
CLO5	Evaluate project performance by EVA, Critical Chain. Understand project auditing

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:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	Introduction <ul style="list-style-type: none"> ○ Defining A Project ○ Need for Project Management ○ Project Constraints ○ Goals and Objectives ○ Project Life Cycle 	Lecture, Materials, Presentation, Discussion	Mid Exam, Final Exam	CLO1
2	Project Organizations and Manager <ul style="list-style-type: none"> ○ Different Project Organizations ○ Integration of Project with Strategic Plans ○ Identifying Reasons for Project Failure ○ Effective Leadership ○ Team Selection and Building Teamwork 	Lecture, Materials, Presentation, Discussion	Mid Exam, Final Exam	CLO1, CLO2
3	Defining the Project <ul style="list-style-type: none"> ○ Key Components of Project Definition ○ SMART Objectives ○ Life Cycle ○ Identifying Stakeholders ○ Risk Management ○ Develop Project Charter 	Lecture, Materials, Presentation, Discussion	Assignment, Mid Exam, Final Exam	CLO2, CLO3, CLO5
4	Planning the Project (Part-1) <ul style="list-style-type: none"> ○ Establishing Project Priorities ○ Creating the Work Breakdown Structures ○ Determining the Interdependencies Between The WBS ○ Duration Estimating Techniques 	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Mid Exam, Final Exam	CLO2, CLO4, CLO5

5	Planning the Project (Part-2) <ul style="list-style-type: none"> ○ Developing A Network Plan ○ Forward Pass and Backward Pass ○ The Critical Path 	Lecture, Materials, Presentation, Solving Problems, Discussion	Case Study, Mid Exam, Final Exam	CLO3, CLO4
6	Planning the Project (Part-2) <ul style="list-style-type: none"> ○ CPM vs PERT ○ GANTT Charts ○ Scheduling with MS Projects 	Lecture, Materials, Presentation, Solving Problems, Discussion, MSP Lab	Mid Exam, Final Exam	CLO3, CLO4, CLO6
7	Planning the Project (Part-3) <ul style="list-style-type: none"> ○ Resource Allocation ○ Crashing the Project 	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CLO4, CLO5
8	Planning the Project (Part-3) <ul style="list-style-type: none"> ○ Introduction to MS Project Software ○ Resource Allocation with MS Project 	Lecture, Presentation, MSP Lab	Assignment, Final Exam	CLO4, CLO5, CLO6
9	Progress and Performance Measurement and Evaluation <ul style="list-style-type: none"> ○ Project Control ○ Purpose of Project Control ○ Performance Reporting Analysis: EVA, CC 	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CLO5
10	Progress and Performance Measurement and Evaluation <ul style="list-style-type: none"> ○ Communication ○ Managing Stakeholders ○ Tracking with MS Project 	Lecture, Presentation, MSP Lab	Case Study, Final Exam	CLO1, CLO2, CLO6
11 and 12	Project Audit and Closure <ul style="list-style-type: none"> ○ The Project Audit Process ○ Project Closure ○ Importance of Project Evaluation ○ Final Project Report 	Lecture, Materials, Presentation, Discussion	Final Exam	CLO5

13	Group Project Presentations <ul style="list-style-type: none"> ○ Each Group Will Make PowerPoint Slides ○ Slides Will Be Based on Group Projects ○ Final Review 	Lecture, Presentation, Q/A	Report, Presentation	CLO1, CLO2
14	Group Project Presentations <ul style="list-style-type: none"> ○ Each Group Will Make PowerPoint Slides ○ Slides Will Be Based on Group Projects ○ Final Review 	Lecture, Presentation, Q/A	Report, Presentation	CLO1, CLO2

OPN725 Total Quality Management

A. Course General Information:

Course Code:	OPN725
Course Title:	Total Quality Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA
Type:	Elective course for the students of EMBA with a major in operations management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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, Juan, 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:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	● Introduction to TQM <ul style="list-style-type: none"> ○ The fundamental concept of quality ○ quality gurus and their contribution ○ TQM philosophies; customer satisfaction, employment engagement, continuous improvement 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	● Leadership for TQM <ul style="list-style-type: none"> ○ Leadership basics ○ Role of leadership in TQM ○ Essential traits of leaders for TQM implementation ○ Importance of ethical leadership 	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	● Customer satisfaction (CS) <ul style="list-style-type: none"> ○ Identify your customers ○ Factors affecting CS ○ Measurement of CS ○ CS and TQM 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2

4	<ul style="list-style-type: none"> ● Employee engagement <ul style="list-style-type: none"> ○ Basic concepts of employee engagement (EE) ○ Importance of motivation of EE ○ Employees survey ○ Employees empowerment ○ Teams and their types ○ EE for TQM 	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO1, CLO2
5	<ul style="list-style-type: none"> ● Continuous improvement (CI) <ul style="list-style-type: none"> ○ Concepts of CI ○ Common steps for CI ○ Understanding the business process ○ Several approaches for CI 	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
6	<ul style="list-style-type: none"> ● Quality management system: <ul style="list-style-type: none"> ○ Management and quality management systems ○ importance of QMS ○ ISO series certification 	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3
7	Midterm exam			
8	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ Basics of quality measuring tools and techniques ○ Balanced Scorecard ○ benchmarking 	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ Brainstorming ○ Brainwriting 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO4, CLO5
10	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ Cause-and-Effect Matrix(fishbone) 	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5

	<ul style="list-style-type: none"> ○ Importance–Performance Analysis ○ Is–Is Not Matrix 			
11	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ Paired Comparison ○ Pareto Chart 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO4, CLO5
12	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ six sigma process and quality management 	Lecture, Notes, Discussions	Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> ● Quality measurements tools in manufacturing and service industries: <ul style="list-style-type: none"> ○ Statistical process of quality control 	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO4, CLO5
14	<ul style="list-style-type: none"> ● Taguchi's Quality Engineering <ul style="list-style-type: none"> ○ The Taguchi method of quality control. ○ Review Session 	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO4, CLO5

OPN726 Production and Inventory Management

A. Course General Information:

Course Code:	OPN726
Course Title:	Production and Inventory Management
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA Program
Type:	Mandatory for the students of EMBA with a major in operations management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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
CLO1	Recognize and explain factors of adopting appropriate strategy for increased productivity in competitive business.
CLO2	Understand and utilize the capacity planning approaches that are useful for evaluating capacity alternatives.
CLO3	Understand and analyze the basic processing and layout types, and solve line balancing problems.
CLO4	Apply the quality management and controlling tools and techniques in delivering quality products to customers.
CLO5	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
CLO1	✓						✓		
CLO2		✓		✓					
CLO3			✓					✓	
CLO4						✓		✓	
CLO5					✓				✓

G. Mapping the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs):

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> • Introduction to production and operations management <ul style="list-style-type: none"> ○ Basic components of production and operation management ○ Productivity - performances and operations management. ○ Operations management in manufacturing industries. 	To develop fundamental knowledge on the subject. To identify factors of competitiveness. To compare organizational strategy and operations strategy.	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> • Capacity planning <ul style="list-style-type: none"> ○ Different capacity planning models ○ Applications of capacity planning in manufacturing industries ○ Impact of efficient capacity planning on productivity and performances. ○ Cost-volume and break-even point analysis. 	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,
3	<ul style="list-style-type: none"> • Plant Management <ul style="list-style-type: none"> ○ Identification of product processing (value chain) techniques 	To give brief demonstration on	Assignment, Quiz,	CLO3

	<ul style="list-style-type: none"> ○ Plant layout design ○ Production planning and work scheduling. 	the activities relating to manufacturing plant	Midterm Exam, Final Exam	
4	<ul style="list-style-type: none"> ● Process Selection and Layout <ul style="list-style-type: none"> ○ Process Selection ○ Strategic importance of process layout, basic processing and layout types ○ Advantages and disadvantages of basic types processing and layout ○ Simple line balancing in product layout. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
5	<ul style="list-style-type: none"> ● Quality Management <ul style="list-style-type: none"> ○ Definition and principles of quality management ○ Consequences of poor quality ○ Determinants of quality, TQM ○ Lean productions, basic quality improvement tools, Six Sigma. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
6	<ul style="list-style-type: none"> ● Quality Control <ul style="list-style-type: none"> ○ Development and use of basic control charts ○ Tests for randomness, process capability ○ Elements of quality control, Statistical process control. 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
7	<ul style="list-style-type: none"> ● Midterm Examination <ul style="list-style-type: none"> ○ Introduction to production and operations management ○ Capacity planning ○ Plant Management ○ Process Selection and Layout ○ Quality Management and control 		Midterm Examination	CLO1, CLO2, CLO3, CLO4
8	<ul style="list-style-type: none"> ● Introduction to Inventory management <ul style="list-style-type: none"> ○ Objectives of inventory management ○ Nature and importance of inventory ○ Basic terms in inventory Management ○ Periodic and perpetual review systems ○ ABC approach 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5

9	<ul style="list-style-type: none"> • Economic Order Quantity (EOQ) modelling technique <ul style="list-style-type: none"> ○ Assumptions in developing EOQ model ○ Development of the EOQ model and its importance ○ Limitations of EOQ model ○ Illustration of the EOQ solution technique with business example problems 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
10	<ul style="list-style-type: none"> • Economic Order Quantity (EPQ) modelling technique <ul style="list-style-type: none"> ○ Assumptions in developing EPQ model ○ Development of the EPQ model and its importance ○ Limitations of EPQ model ○ Illustration of the EPQ solution technique with business example problems 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
11	<ul style="list-style-type: none"> • Quantity Discount Modeling Technique <ul style="list-style-type: none"> ○ Background of quantity discount model ○ Development of the quantity discount model ○ Illustration of this modeling technique with business example problems 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
12	<ul style="list-style-type: none"> • Lead time and reorder point management <ul style="list-style-type: none"> ○ Lead time management and its importance ○ Reorder point and its relation with lead time ○ Lead time management techniques ○ Illustration of lead time management with business example problems 	Lecture, Discussions, Problem solving	Assignment Quiz, Final Exam	CLO5
13	<ul style="list-style-type: none"> • Planned shortages model <ul style="list-style-type: none"> ○ Basic assumptions in developing the planned shortages model ○ Development of the planned shortages model 	Lecture and Discussions	Assignment Quiz, Final Exam	CLO5

14	<ul style="list-style-type: none"> • Planned shortages model <ul style="list-style-type: none"> ○ Illustration of the planned shortages model with realistic business example problems 	Lecture, Discussions, Problem solving, Group work	Assignment Quiz, Final Exam	CLO5
----	--	--	-----------------------------------	------

OPN728 Management Science

A. Course General Information:

Course Code:	OPN728
Course Title:	Management Science
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective course for EMBA Program
Type:	Elective course for the students of EMBA with a major in Operations and Supply Chain Management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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 learners 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
CLO1	examining the graphical and Simplex method optimal solution techniques to linear programming problems.
CLO2	applying the Lagrangian Multiplier method optimal solution technique to non-linear programming problems.
CLO3	following network and basic game theoretic optimization techniques.
CLO4	applying the basic steps of simulation and Markov decision process of making optimal decisions.
CLO5	employing queuing modelling techniques of optimal solutions to waiting line 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				✓		✓			

G. Mapping the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs):

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> • Introduction to Management Science <ul style="list-style-type: none"> ○ Introduction ○ The quantitative analysis approaches • Linear Programming 	Lecture, Discussions,	Assignment, Quiz, Midterm	CLO1, CLO3, CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> ○ Introduction to Linear Programming Problem (LPP) ○ Formulation of various types of LPPs 		Exam, Final Exam	
2	<ul style="list-style-type: none"> ● Linear Programming <ul style="list-style-type: none"> ○ Graphical solution technique ○ Sensitivity analysis by graphical solution method 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> ● Linear Programming <ul style="list-style-type: none"> ○ Different forms of LPP modelling ○ Standard or canonical form ○ Non-degenerate and degenerate LPP ○ Feasible solution, basic solution, basic feasible solution, feasible region ○ Optimal feasible solutions. 	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> ● Linear Programming <ul style="list-style-type: none"> ○ General solutions to non-degenerate LPP by Simplex method. 	Lecture, Discussions,	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
5	<ul style="list-style-type: none"> ● Linear Programming <ul style="list-style-type: none"> ○ Solutions to non-degenerate LPP by Simplex method (Big M-method and two-phase method) 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
6	<ul style="list-style-type: none"> ● Transportation and Assignment Problems <ul style="list-style-type: none"> ○ Least cost solutions by the Stepping-Stone method ○ Maximization assignment problems 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
7	<ul style="list-style-type: none"> ● Midterm Examination <ul style="list-style-type: none"> ○ Linear Programming ○ Transportation problem ○ Assignment problem 		Midterm Examination	CLO1, CLO2, CLO3, CLO4, CLO5
8	<ul style="list-style-type: none"> ● Non-linear programming <ul style="list-style-type: none"> ○ Unconstrained optimization ○ Solution to business example problems 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO2
9	<ul style="list-style-type: none"> ● Non-linear programming <ul style="list-style-type: none"> ○ Optimization with equality constraints by Lagrangian multiplier method 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO2

	<ul style="list-style-type: none"> ○ Solution to business example problems 			
10	<ul style="list-style-type: none"> ● Network Models <ul style="list-style-type: none"> • Introduction to network models • Minimum spanning tree technique • Maximum-Flow technique • Shortest-Route technique 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
11	<ul style="list-style-type: none"> ● Introduction to game theory <ul style="list-style-type: none"> ○ Pure and mixed strategy games ○ Minimax criterion 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
12	<ul style="list-style-type: none"> ● Simulation <ul style="list-style-type: none"> ○ Introduction ○ Monte Carlo simulation ○ Simulation of an inventory problem ○ Simulation of queuing problem 	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
13	<ul style="list-style-type: none"> ● Markov decision process <ul style="list-style-type: none"> ○ Introduction ○ State and state probabilities ○ Matrix of transition probabilities ○ Equilibrium conditions ○ Solution to a business example problem 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Final Exam	CLO4
14	<ul style="list-style-type: none"> ● Waiting line management <ul style="list-style-type: none"> ○ Formation of waiting lines ○ Characteristics of waiting lines ○ Goals of waiting line management ○ Simple waiting line models ○ Solution to waiting line business problems 	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Final Exam	CLO5

OPN730 Technology Management and Innovation

A. Course General Information:

Course Code:	OPN730
Course Title:	Technology Management and Innovation
Credit Hours:	3
Contact Hours/Week:	3

Category:	Elective course for EMBA program
Type:	Elective course for the students of EMBA with a major in operations management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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
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	● Management of Technology and Innovation: An Overview <ul style="list-style-type: none"> ○ importance of Technology and Innovation to Business and society ○ The Study of Technology, Innovation, and Its Management ○ Key Definitions of Technology ○ The Importance of Managing Technology 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	● Management of Technology and Innovation: An Overview (continued) <ul style="list-style-type: none"> ○ Key Definitions of Innovation ○ The Process of Managing Innovation 	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> Structuring the Examination of managing technology and innovations (MTI) 			
3	<ul style="list-style-type: none"> Strategy Process and the Management of Technology and Innovation <ul style="list-style-type: none"> Strategy and MTI in strategic management The Strategic Process in MTI Integrating MTI and Strategy 	Lecture, Notes, Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> Innovation: Planning <ul style="list-style-type: none"> Planning: A Complex Process Factors affecting innovations Types of Innovation Innovation Planning Process Technology Stages and Planning 	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO2
5	<ul style="list-style-type: none"> Internal Innovation: Implementation <ul style="list-style-type: none"> Key Initial Questions for Implementation Key Implementation Issues Crafting Portfolios of Innovation 	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"> Innovation: Evaluation and Control <ul style="list-style-type: none"> Evaluation and Control Processes Control of innovation Implementing Evaluation and Control 	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
7	<ul style="list-style-type: none"> Obtaining Technology: Planning <ul style="list-style-type: none"> Alliances for MTI Mergers and Acquisitions Planning the Acquisition of Technology 	Lecture, Notes, Discussions	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
8	Mid-term exam			CLO1, CLO2, CLO3, CLO4

9	<ul style="list-style-type: none"> ● Obtaining Technology: Implementation <ul style="list-style-type: none"> ○ Initial Questions -What Should We Be Doing Now? What Are the Requirements for Key Activities? What and to Whom to Delegate? 	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> ● Obtaining Technology: Evaluation and Control <ul style="list-style-type: none"> ○ Where Evaluation and Control Occur ○ Alliance/Acquisition: Capabilities, Due Diligence, Negotiation of the Deal, Integration, Ongoing Evaluation and Control. 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5
11	<ul style="list-style-type: none"> ● Obtaining Technology: Evaluation and Control (Continued) <ul style="list-style-type: none"> ○ Metrics: Gap Analysis, Financial Fitness, Strategic Fitness, Operational Fitness, Relationship Fitness 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Homework, Final Exam, Group Project	CLO3, CLO5
12	<ul style="list-style-type: none"> ● Building Capabilities for MTI Success: <ul style="list-style-type: none"> ○ Competitive Advantage ○ Sustainable Advantage ○ Strategic Decisions and Competitive Advantage ○ Building Capabilities from the Start ○ Establishment of Industry Standards ○ Venture Capital 	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO4, CLO5
13	<ul style="list-style-type: none"> ● Organizational Learning and Knowledge Management: <ul style="list-style-type: none"> ○ Organizational Learning ○ Gathering Information ○ Transferring and Sharing Processes ○ Enabling Learning ○ Types of Learning ○ Structuring for Organizational Learning ○ Keys to Successful Organizational Learning 	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO4, CLO5

	<ul style="list-style-type: none"> ○ Knowledge-Management Definitions ○ Dimensions of Knowledge Creation ○ Making Knowledge Management a Successful Capability 			
14	Presentation			CLO1, CLO4, CLO5

OPN732 Forecasting and Data Analysis

A. Course General Information:

Course Code:	OPN732
Course Title:	Forecasting and Data Analysis
Credit Hours:	3
Contact Hours/Week:	3
Category	Elective course for EMBA
Type	Elective course for the students of EMBA with a major in Operations and Supply Chain Management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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 analyses. 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):

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

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
1	Introduction <ul style="list-style-type: none"> Data and information Decision outcome Forecasting in The Areas of Business, Manufacturing and Service Industries 	Lecture, Materials, Presentation,	Mid Exam, Final Exam	CLO1
2	Data Collection and Tabulation <ul style="list-style-type: none"> Fundamentals of data collection techniques Data arrangement for presentation and analysis 	Lecture, Materials, Presentation, In-class work with excel	Mid Exam, Final Exam	CLO1, CLO2, CLO4
3	Data Analysis <ul style="list-style-type: none"> Data and different types of analysis 	Lecture, Materials, Presentation, Discussion, problem solving, excel	Assignment, Mid Exam, Final Exam	CLO2, CLO4
4	Forecasting Techniques <ul style="list-style-type: none"> Fundamentals of Forecasting Techniques Application of Forecasting in Business 	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Mid Exam, Final Exam	CLO2, CLO4, CLO5
5	Forecasting Techniques <ul style="list-style-type: none"> Application of Forecasting in Business Forecasting Models 	Lecture, Materials, Presentation, Solving Problems, Discussion	Case Study, Mid Exam, Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> ○ Selection of models 			
6	Selecting of Forecasting Techniques <ul style="list-style-type: none"> ○ Selecting the Appropriate Technique of Forecasting 	Lecture, Materials, Presentation, Solving Problems, Discussion, MSP Lab	Mid Exam, Final Exam	CLO3, CLO4, CLO6
7	Selecting of Forecasting Techniques <ul style="list-style-type: none"> ○ Environment analysis Appropriate Techniques Forecasting 	Lecture, Materials, Presentation, Solving Problems, Discussion	Assignment, Final Exam	CLO4, CLO5
8	Details Of- Linear Trend Equation, Moving Average, Exponential Smoothing <ul style="list-style-type: none"> ○ Application of Different Types of Forecasting 	Lecture, Presentation, excel, solving problem	Assignment, Final Exam	CLO2, CLO3, CLO4
9	Details Of- Linear Trend Equation, Moving Average, Exponential Smoothing <ul style="list-style-type: none"> ○ Application of Different Types of Forecasting 	Lecture, Materials, Presentation, Solving Problems, Discussion	Quiz, Final Exam	CLO4, CLO5
10	Techniques for Seasonality <ul style="list-style-type: none"> ○ Considering Seasonality in Forecasting 	Lecture, Presentation, Excel	Case Study, Final Exam	CLO4, CLO5
11	Accuracy of Forecasts <ul style="list-style-type: none"> ○ Error in forecasting, MAD, MSE, MAPA ○ Find the Accuracy of Forecasts Value 	Lecture, Materials, Presentation, Discussion, excel	Final Exam	CLO4, CLO5
12	Controlling the Forecast <ul style="list-style-type: none"> ○ Monitoring Forecasting Error 	Lecture, Materials, Presentation, Discussion, excel	Final Exam	CLO3, CLO5
13	Review <ul style="list-style-type: none"> ○ Review Through Cases 	Lecture, Presentation, Q/A		CLO1, CLO5
14	Group Term Paper Presentation Review Session			

OPN734 Business process analysis, design and implementation

A. Course General Information:

Course Code:	OPN734
Course Title:	Business process analysis, design and implementation
Credit Hours:	3
Contact Hours/Week:	3
Category:	Elective Course in the EMBA Program
Type:	Elective course for the students of EMBA Program with a major in operations and supply chain management
Prerequisites:	OPN705 Operations and Supply Chain Management
Co-requisites:	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
CLO1	Analyze the efficacy of existing business and operational procedures.
CLO2	Describe the role and responsibilities of a business analyst.
CLO3	Explain the Business Analysis best practices using project management life cycles
CLO4	Recognize and integrate the Business Analysis Core Concept Model (BACCM) framework into the business operations of your firm.
CLO5	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
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"> ● Introduction and Overview of Business Analysis <ul style="list-style-type: none"> ○ What are “Business Processes?” and “What is a “Business Process Analysis?” 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2

	<ul style="list-style-type: none"> ○ What are the roles and responsibilities of a “Business Process Analyst”? ○ What are some of the “business processes” in our organization? ○ What current business processes in our organization need improvement to achieve better outcomes (e.g., ROI) for our organization? 			
2	<ul style="list-style-type: none"> ● Business Analysis Planning and Monitoring [Initiate Phase] <ul style="list-style-type: none"> ○ Assess the effectiveness of current business processes and operational processes to determine “gaps,” “out of control, etc. ○ Evaluate and prioritize potential incremental improvements 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2
3	<ul style="list-style-type: none"> ● Business Analysis Planning and Monitoring [continued] <ul style="list-style-type: none"> ○ Apply the relevant information (e.g., metrics-driven) elicited in the fact gathering process to create and analyze process models (Voice of the Business) ○ Initiate a business process analysis effort with clear objectives and agreed-upon goals ○ Complete estimates for costs and deliver a realistic budget ○ Process improvement scope and deliver a scope model of realistic requirements 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2

4	<ul style="list-style-type: none"> ● Elicitation and Collaboration [Scope and Design Phase] <ul style="list-style-type: none"> ○ Develop a Stakeholder Requirements Matrix based upon the deliberate steps of stakeholder identification, analysis, and buy-in commitment ○ Build a strategy for active involvement/participation of stakeholders in assessing, improving, and sustaining business processes improvement ○ 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> ○ Individual elicitation: Interviews, Observation, Survey/Questionnaire 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2
5	<ul style="list-style-type: none"> ● Elicitation and Collaboration (Continued) <ul style="list-style-type: none"> ○ Research: Document Analysis, Interface Analysis, Benchmarking, Prototyping, and Market Analysis ○ Identify and document business process(es) scope while alleviating scope creep ○ Discover how to clarify and 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	validate the current state (i.e., status quo) of the business process before jumping to possible, future state solutions			
6	<ul style="list-style-type: none"> ● Life Cycle Management <ul style="list-style-type: none"> ○ Verify, validate, and monitor document business rules analysis for different types of projects or process improvement initiatives ○ 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) ○ Identify opportunities to improve business processes by following a systematic 10-step business improvement process ○ Efficiently and effectively manage and streamline backlogs and item tracking ○ Document, disseminate, review, and archive lessons learned 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> ● Review Session ● Midterm Examination 			
8	<ul style="list-style-type: none"> ● Strategy Analysis [Improve and Control Phase] <ul style="list-style-type: none"> ○ Identify your organization's Key Performance Indicators (KPIs), Dashboard, Balance Scorecard, Strengths, 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	<p>Weaknesses, Opportunities, and Threats (SWOT) and other pertinent metrics for analyzing the current state (status quo)</p> <ul style="list-style-type: none"> ○ Conduct a business capability analysis, decision analysis, a financial analysis, and a risk analysis ○ Identify realistic triggers for initiating business process analysis ○ Systematically implement the selected improved processes for real time execution/implementation in the organization ○ Create an effective business process analysis plan and business model canvas 			
9	<ul style="list-style-type: none"> ● Requirements Analysis and Design Definition <ul style="list-style-type: none"> ○ Apply process modelling techniques and decision modelling techniques ○ Complete thorough sequence diagrams ○ Conduct business rules analyses ○ Compile user stories, use case, roles and permissions ○ Analyze and compile data dictionary, data modelling, data flow diagrams, and data mining ○ Conduct cost-benefit and other metrics to identify and estimate the potential value 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	that could be realized for each planned process improvement			
10	<ul style="list-style-type: none"> ● Process Performance Measurement and Assessment <ul style="list-style-type: none"> ○ 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; 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> ● Process Performance Measurement and Assessment(continued) <ul style="list-style-type: none"> ○ Create a Suppliers, Inputs, Process, Outputs, Customers (SIPOC) model and SIPOC process diagram/map for organization ○ Identify and define complex business process steps using various modeling techniques such as: Business Process Diagrams, Value Stream Maps, Swim Lane, etc. 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> ● Process Performance Measurement and Assessment(continued) <ul style="list-style-type: none"> ○ Gain the required level of competencies to follow the basic steps in improving business process performance. ○ Apply the knowledge and 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO2, CLO3

	skills to estimate process time and cycle time.			
13	<ul style="list-style-type: none"> ● Solution Evaluation and Process Transformation <ul style="list-style-type: none"> ○ Effectively apply best-practice business process modelling and improvement techniques for targeted (problematic) business processes (i.e., out-of-control) ○ For process gaps or deficiencies, conduct a thorough Root-Cause Analysis ○ For solution evaluation, determine acceptance and evaluation criteria along with pertinent metrics and Key Performance Indicators (KPI) 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO1, CLO3
14	<ul style="list-style-type: none"> ● Solution Evaluation and Process Transformation(continued) <ul style="list-style-type: none"> ○ 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. ○ Submit for approval a very detailed business process plan for the implementation of the business process solution initiative or project. ○ Evaluate solution effectiveness of planned business process improvements 	Lecture Discussion	Quiz, Midterm, Presentation, Case Studies, Assignments	CLO2, CLO3

	<ul style="list-style-type: none"> ○ Determine Return on Investment (ROI), cost-benefit analysis, internal rate of return, and other metrics to document process improvements 			
--	--	--	--	--

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.