



# **BBA PROGRAM**

## **2021-2022**



**IBA**  
UNIVERSITY OF DHAKA

**Institute of Business Administration (IBA)**  
**University of Dhaka**

## **BBA PROGRAM**

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The aim of the Bachelor of Business Administration (BBA) program of IBA is to develop students as ethical and dynamic professionals with a multidisciplinary aptitude, innovative mindset and zeal towards lifelong learning, such that they are able to make meaningful contribution in business management and entrepreneurial functions. This four-year undergraduate program is one of the most coveted programs in the country. It strives to blend academic theory and business practice, thereby preparing students to excel in challenging work environments or in advanced academic studies. It also places strong emphasis on personal development such that students are groomed into professionals who can adapt themselves in response to the changing needs of business. Since its inception in 1993, the program has proven to be of paramount importance in achieving the mission of preparing leaders who help transform businesses through their innovative insight and differentiated skill set, while displaying commitment to ethics and integrity.

The intended learning outcomes of the BBA program are as follows:

- Develop a critical understanding of the internal and external environment of business and the relevance of multiple stakeholder groups;
- Form an understanding of the functional areas of business and their contribution to business survival and growth;
- Enable students to analyze business problems using a combination of qualitative and quantitative techniques and adopt solutions that are prudent and ethical; and,
- Develop sensitivity towards the emerging trends in business such as deeper integration of technology and diversity.

### **1.0 ADMISSION**

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The rigorous and transparent admission process is one of the core strengths of IBA and is designed to select well-rounded individuals with proven strength in academics, strong capability in written and oral communication and high cognitive development. The Admission Test for the BBA program is held annually. Every applicant must fulfill the eligibility requirements laid down by IBA. The eligibility criteria for application and admission requirements are set annually by the Academic Committee of IBA based on the local and global context.

A foreign national who has met the above criteria and appeared for the SAT Reasoning Test and obtained a minimum qualifying score may be exempted from the written part of the admission test. However, this minimum qualifying score is revisited annually by the Academic Committee of IBA.

### **2.0 DEGREE REQUIREMENTS**

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In order to qualify for the BBA degree, a student must fulfill the following requirements:

- Pass all 42 courses (equivalent to 120 credits) individually and maintain a minimum CGPA of 2.50 at the completion of the program;

- Pass the Internship with a minimum grade of 'C+';
- Pass a 'Foreign Language Course' from the Institute of Modern Language (IML), University of Dhaka; and,
- Complete the program in a maximum of 8 (eight) academic years from the date of admission.

### **3.0 CURRICULUM ADMINISTRATION**

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#### **3.1 Course Load for BBA Students**

All BBA students must take 15 credits equivalent courses (usually 5 courses) in each semester. However, students may take 18 credits equivalent courses in a semester if they need to repeat a course in order to clear a previously obtained 'F' grade. This is allowed only once during the entire program. In exceptional cases, course load may be relaxed, contingent on the approval of the Academic Committee.

#### **3.2 Course Drop/Add**

Students must avail the provision to add/drop a course within one week from start of semester, subject to taking minimum course load as specified in section 3.1.

#### **3.3 Transfer of Credit Hours**

Transfer of credit hours from foreign institution(s) having equivalent curricula, comparable grading system, and grading standards may be allowed for a maximum of 30 credit hours, provided that a student has obtained minimum 'B+' grade in the courses intended for transfer. Students seeking transfer must have had courses with at least 70% identical content. Transfer of credit will be considered only after a student enrolls in the BBA program having fulfilled all admission requirements, as applicable to regular students. All applications for transfer of credit will be considered by the Equivalence Committee on a case-by-case basis. The Academic Committee will be the final authority to permit transfer of credit hours.

#### **3.4 Semester (s) Withdrawal**

Students may apply for semester(s) withdrawal after completion of at least one semester provided that they have minimum CGPA 2.50. Students having 'I' (Incomplete)/ 'F' (Fail) grades are not eligible for semester withdrawal. However, all students must complete the program within 8 (eight) academic years from the date of admission. Withdrawal from the semester(s) is allowed within a maximum of 12 (twelve) weeks from start of semester. Any student who does not register in a particular semester without taking withdrawal will be considered as discontinued, thus resulting in his/her dismissal from the program.

### **3.5 Class Attendance**

Students are required to be present in all classes held during each semester. Only 3 (three) accounts of absences per course may be excused. Absence in any more than three classes without showing legitimate cause will result in strict disciplinary action and may even lead to an 'F' grade in the concerned course.

### **3.6 Probation and Dismissal**

In order to continue the program with good academic standing, students must maintain minimum CGPA 2.50 at the end of each semester. Obtaining CGPA of less than 2.00 shall result in dismissal from the program. If a student attains a CGPA of 2.00 or more, but below 2.50 in a given semester, he/she will be placed on probation in the next semester. Failure to raise the CGPA to at least 2.50 at the end of the probation semester will result in dismissal from the program.

### **3.7 Unfair Means**

Students are strictly forbidden from adopting unfair means. The following shall be considered as adoption of unfair means:

- Communicating with fellow students for obtaining help, except in the case of collaborative work;
- Copying from another student's script, report, paper, etc. or helping another student to do the same;
- Copying from printed matter, hand-written script, writing on desk or palm of hand, or from other incriminating documents during quizzes or examinations;
- Plagiarizing or copying from existing work without reference for inclusion in any submitted work;
- Possession of any incriminating document/mobile phone/electronic device including smart watches with storage capacity, whether used or not; and,
- Any approach, in direct or indirect, form to influence a teacher concerning grades.

Students adopting unfair means may be given an 'F' grade for the concerned assignment, test, quiz, term paper, report, or even for the entire course, at the discretion of the instructor. In addition, adoption of unfair means and/or engaging in any behavior, which disrupts the academic atmosphere and violates the tenet of respect towards other members of the Institute, will be dealt with strictly. Disciplinary action may include dismissal of the student from the program as well as expulsion from IBA and as such, the University of Dhaka. Detailed consequences of such unfair means are outlined in the separate 'Handbook of Code of Conduct'.

## **4.0 PERFORMANCE EVALUATION**

A continuous performance evaluation system is followed at IBA. Students are given continuous feedback throughout the semester using various performance evaluation tools including class performance, quizzes, exams, assignments, presentations etc.

#### 4.1 Grading System

In each course, students receive letter grades such as 'A', 'A-', 'B+', 'B', 'B-', 'C+', 'C', 'C-', 'D+', 'D', and 'F', depending on their performance. 'F' is a failing grade. 'I' stands for 'Incomplete' grade. Incomplete grade may be given in case any student is unable to complete certain criterion of grading due to some unavoidable circumstances (e.g. health issues). 'I' grades are always accompanied with an alternative grade. Students must contact concerned faculty members to clear 'I' grades. All 'I' grades must be replaced by other grades within 4 (four) weeks of grade submission. In case no replacement grade is submitted, the alternate grade will become accepted. The numerical equivalence (grade point) of each grade, as used in calculating CGPA, is as follows:

Letter Grades	Grade Points	Letter Grades	Grade Points
A	4.00	C	2.00
A-	3.67	C-	1.67
B+	3.33	D+	1.33
B	3.00	D	1.00
B-	2.67	F	0.00
C+	2.33	I	NA

#### 5.0 CURRICULUM

BBA, as an undergraduate study program, is not only about academic excellence, but also about personality development and professional grooming. The program is intended to prepare students for the constancy of change and equip them with diverse skills and knowledge such that they may embark upon a variety of career paths and adapt themselves as demanded by their professional/academic pursuits. The curriculum has been designed keeping these objectives in mind and embraces diverse topics, which contribute towards formation of multidisciplinary aptitude and broad-based understanding of business and management processes. These are followed by courses which build knowledge in the functional areas of business, before converging towards specialization in specific areas.

The pedagogy followed at the undergraduate level is a mix of classroom lecture (including guest faculty from the industry), project-based learning, and industry visits. The students are required to undertake extensive group studies along with individual learning exercises which act as the foundation for the development of interpersonal skills, leadership qualities, and teamwork, which are critical in today's workplace.

## 5.1 Course Structure

Course Category	No. of Courses	Credit Per Course	Total Credits
Compulsory General Education (GE)	5	3	15
Elective General Education (GE)	4	1.5	6
Foundation	13	3	39
Core	10	3	30
Concentration	6	3	18
Minor/Free Elective	3	3	9
Capstone	1	3	3
Internship (Non-Credit)	-	-	-
Foreign Language (Non-Credit)	-	-	-
<b>Total=</b>	<b>42</b>		<b>120</b>

### 5.1.1 General Education (GE) Courses

The GE courses are designed to enhance students' knowledge in and develop their appreciation for liberal arts and science subjects.

#### Compulsory GE Courses (3 credits each)

No.	Course Code	Course Title
1	G101	Economics of Geography and Environment
2	G102	Bangladesh Studies
3	G103	Sociology
4	G104	Psychology
5	G105	Mathematics for Decision-Making

**Elective GE Courses (1.5 credits each)**

No.	Course Code	Course Title
1	G106	Philosophy
2	G107	History
3	G108	Introduction to Physical Science
4	G109	Introduction to Biological Science
5	G110	International Relations
6	G111	Public Administration

**5.1.2 Foundation Courses**

These are aimed at building a sound knowledge-base regarding the inner workings of a business and different dimensions of its external environment. Students, at this level, are also introduced to qualitative and quantitative aspects of business decision making, thereby creating a conceptual and theoretical basis for application in other courses.

No.	Course Code	Course Title	Pre-requisite Course Code
1	C102	Business Communication	-
2	L101	Business Law	-
3	K101	Business Statistics	G105
4	K201	Quantitative Methods in Business	K101
5	K301	Business Analytics	K201
6	R301	Research Methods	K201
7	E201	Micro Economics	G105
8	E202	Macro Economics	E201, K101
9	M301	Global Business Environment	M101
10	W101	Principles of Management	-
11	W102	Organizational Behavior	W101
12	W201	Business Ethics and Leadership	W101
13	W301	Innovation and Entrepreneurship	M101, W201, F101

### 5.1.3 Core Courses

The core courses are dedicated to building knowledge in the different functional areas of business, such that students are able to develop a holistic rather than fragmented view of business situations and problems. It also ensures that each student, irrespective of the specialization that he/she chooses later on, has sound understanding of how effectiveness in and symbiosis between each function is necessary for business growth and survival.

No.	Course Code	Course Title	Pre-requisite Course Code
1	M101	Principles of Marketing	-
2	M201	Marketing Management	M101
3	F101	Fundamentals of Finance	A101, K101
4	F201	Financial Management	F101
5	A101	Financial Accounting	-
6	A201	Managerial Accounting	A101
7	A301	Taxation	A101
8	H301	Human Resource Management	W102
9	P301	Operations Management	K201
10	W202	Management Information Systems	W101

### 5.1.4 Areas of Concentration

Students are required to take additional courses in an area of their interest in order to develop specialized aptitude for their desired profession/career path. Students can choose from among 7 (seven) areas of concentration: Accounting, Finance, Economics, Human Resource Management, Information Systems and Technology, Marketing, and Operations and Supply Chain Management. They must complete at least 18 credits (6 full courses) from their area of concentration. Along with opting for concentration in one of these areas, students can choose between a secondary concentration (minor) and free electives. For secondary concentration (minor), 9 credits (3 full courses) must be taken from a single area. However, free electives may be chosen from any area of interest. The prerequisite for concentration in any area is successful completion of related core courses.

The courses offered within each area of concentration are listed below. The first 3 (three) courses (Course Code: 401, 402 and 403) from each concentration area are compulsory for pursuing concentration in that area. However, the IBA Academic Committee may decide to change this list from time to time depending on developments in the business landscape.



**A) Accounting**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	A401	Intermediate Accounting
2	A402	Cost Accounting
3	A403	Auditing and Assurance
4	A404	Financial Statement Analysis and Valuation
5	A405	Strategic Management Accounting
6	A406	Advanced Financial Accounting
7	A407	Accounting for Govt. and Non-Profit Organizations
8	A408	Accounting Theory and Standards
9	A409	Social and Environmental Accounting
10	A410	Forensic Accounting

**B) Finance**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	F401	Corporate Finance
2	F402	Investment Analysis and Portfolio Management
3	F403	Financial Markets and Institutions
4	F404	Financial Statement Analysis and Valuation
5	F405	Financial Derivatives
6	F406	International Finance
7	F407	Alternative Investment Analysis
9	F408	Financial Econometrics
10	F409	Bank Management
11	F410	Behavioral Finance
12	F411	Fixed Income Securities
13	F412	Merger, Acquisition and Private Equity Management
14	F413	Corporate Financial Risk Management
15	F414	Venture Capital and Entrepreneurial Finance
16	F415	FinTech

**C) Economics**

No.	Course Code	Course Title
1	E401	Mathematics for Economists
2	E402	Econometrics
3	E403	Inferential Statistics
4	E404	Intermediate Microeconomics
5	E405	Intermediate Macroeconomics
6	E406	Business Forecasting
7	E407	International Economics
8	E408	Globalization, Technology and Sustainable Development
9	E409	Labor Economics
10	E410	Trade Policy Analysis
11	E411	Financial Economics

**D) Human Resource Management**

No.	Course Code	Course Title
1	H 401	Learning and Development
2	H 402	Performance Management
3	H 403	Compensation Management
4	H 404	Human Resource Planning
5	H 405	Labor-Management Relations
6	H 406	Negotiation and Conflict Management
7	H 407	Strategic HRM
8	H 408	HR Analytics
9	H 409	Management of Change and Diversity
10	H 410	Talent Management in the New Economy

**E) Information Systems and Technology**

No.	Course Code	Course Title
1	K401	Systems Analysis and Design
2	K402	E-Business
3	K403	Information Systems Strategy and Architecture
4	K404	Web Design and Development
5	K405	Fundamentals of Programming
6	K406	Managing Digital Innovations
7	K407	Information Systems Project Management
8	K408	Systems Security and Risk Management
9	K409	E-CRM
10	K410	Database Management Systems

**F) Marketing**

No.	Course Code	Course Title
1	M401	Buyer Behavior
2	M402	Strategic Brand Management
3	M403	Integrated Marketing Communication
4	M404	Services Marketing
5	M405	B2B Marketing
6	M406	Strategic Marketing
7	M407	Relationship Marketing
8	M408	International Marketing
9	M409	Innovation and Product Development
10	M410	Cross Cultural Marketing
11	M411	Digital Marketing
12	M412	Advertising

No.	Course Code	Course Title
13	M413	Selling and Salesmanship
14	M414	Marketing Research
15	M415	Retail Management
16	M416	Physical Distributions and Value Chain Management
17	M417	Marketing Analytics

**G) Operations and Supply Chain Management**

No.	Course Code	Course Title
1	S401	Lean Management, Total Quality and Six Sigma
2	S402	Strategic Sourcing and Procurement
3	S403	Supply Chain Strategy and Management
4	S404	Global Supply Chain Logistics
5	S405	Managing Supply Chain Projects
6	S406	Forecasting, Inventory Management, and Supply Chain Analytics
7	S407	Operations Management and Process Analysis
8	S408	Strategic Cost Analysis for Managers
9	S409	Sustainable Supply Chain Management
10	S410	Analytics in Operations Management

**5.1.5 Capstone Course**

This concluding course enables the students to integrate what has been learn throughout the program.

Course Code	Course Title	Prerequisite Course Code
W450	Business Strategy	All General Education, Foundation and Core courses

## **5.2 Internship Program**

The primary objective of internship is to provide an on-the-job exposure to students and an opportunity for relating theoretical concepts to real-life situations. Students are placed in business enterprises, government and semi-autonomous institutions, NGOs, development projects, or research Institutions. After successfully completing all the required course works, all students will have to complete internship program for BBA degree. This program serves as a mechanism for not only assessing students' presentation skills, but also for determining how well they have integrated the conceptual learning from the BBA program with their experience of working in an actual organization.

The internship program includes 8 (eight) weeks of organizational attachment and 2 (two) weeks for reflection report writing. During the internship program, the student is assigned a supervisor from the institute who is responsible to guide and supervise the student throughout the program. After submission of the report, the students have to present the reflection report to the Defense Board. The Defense Board usually consists of the student supervisor and at least two other faculty members of IBA. The reflection report is graded according to the grading scheme of IBA and the grade earned in the internship is not used for calculation of the CGPA. However, the internship grade is reflected in the grade sheet.

## **COMPULSORY GE COURSES (3 credits each)**

### **G101 Economics of Geography and Environment**

This course introduces the key concepts and theories in economic geography and environment and also highlights the institutional pillars and location dynamics of modern space economies. Major topics covered include history of economic geography, spatial concepts, supply and demand concepts, global population and resource distribution issues and impact of globalization on these. At the end of the course, students are expected to emerge with a clear understanding of how economic processes are shaped by geographical constraints and rooted in socio-cultural realities.

### **G102 Bangladesh Studies**

This course is designed to provide complete knowledge on the ethnographic, political, and economic history of Bangladesh from the ancient times till date. In addition, the course will provide a historical perspective on the relationship of Bangladesh with the global community and highlight how the role and place of Bangladesh in the global context has evolved over time. Various social, political, cultural, and economic factors will also be explored along with their complex interconnection to historical events which lead to the formation of present-day Bangladesh.

### **G103 Sociology**

This course presents the perspectives, concepts and methodologies needed for objective, analytical thinking about human interaction. Relationships are explored in terms of the development of the self through interaction, basic types of social organization, collective behavior, various types of institutions, and aspects of the overall social system such as social change and population phenomena. The impact of social processes on business will be highlighted as will the importance of incorporating socio-cultural dynamics and developments within the framework of business decision making.

### **G104 Psychology**

This introductory course provides an overview of the origins, growth, content and applications of psychology. Major topics covered include theories of physical, cognitive, moral and emotional development; sensation; perception; learning; motivation; intelligence; memory; personality; coping processes; abnormality; adjustment; and the individual in small groups and a pluralistic society. The impact of psychological processes on business will be highlighted as will the importance of addressing the psychological needs of customers, employees and other stakeholders while making business decisions.

### **G105 Mathematics for Decision-Making**

This course starts with a representation of the ideas of functions, limits, dependent and independent variables and their application in business decision process. In this course, students will learn to formulate and use equations and corresponding graphs to study costs of production and services, sales, national consumption, supply and demand of goods/services, among others. The course also covers the concepts of time value of money, simple and compound interest rates, annuities, amortizations, sinking funds etc. Market equilibrium points and optimum production levels will also be explored.

## **ELECTIVE GE COURSES (1.5 credits each)**

### **G106 Philosophy**

This course is designed as an analytic dimension of philosophy, touching metaphysics and epistemology, ethics, philosophy of mind, philosophy of language, philosophy of religion, and philosophy of science. Students will explore such concepts as the nature of the world and how we have access to knowledge of the world; moral behavior and the nature of good and evil; the relationship between minds and bodies; the relationship between our thoughts and the external world; and how we should employ logical analysis and empirical observations to evaluate arguments. Positions of historical thinkers such as Plato, Descartes, and Hume, will be explored along with those of contemporary philosophers such as John Rawls and Hilary Putnam.

### **G107 History**

The objective of this course is to provide students with knowledge about the process through which modern civilization has developed. The course covers six major dimensions of the history of civilization, including primitive civilization, classical thoughts, late medieval and renaissance era, pre-cold war era, post-cold war period, and history of Bengal. Upon completion of the course, the students are expected to acquire a holistic view of the birth of the modern world in the context of local, regional and international realities.

### **G108 Introduction to Physical Science**

This is an introductory course designed to allow students to explore basic concepts in physical sciences, rooted in an understanding of the history and nature of science. The course includes introduction to the fundamental concepts of physics, chemistry, astronomy and earth science. The contemporary state of physical science and its relationship to innovation and trade will constitute a focal point of the course. Special emphasis will also be placed on the birth and application of scientific innovations since the first industrial revolution till the fourth industrial revolution.

### **G109 Introduction to Biological Science**

This introductory course is designed to help students gain conceptual knowledge in biology and learn how to think like a biologist - acquire, integrate and synthesize core biological concepts across different levels of biological organization. The course will focus on: engaging in the practices of biological inquiry, including all its complexity and uncertainty; applying quantitative techniques to investigate biological systems; communicating the outcome of biological sciences effectively; being critical consumers of scientific information; and recognizing the societal context and ethical implications of scientific knowledge pertaining to biology including biotechnology and bioinformatics.

### **G110 International Relations**

This course serves as an introduction to the study of important issues in modern international relations. It will teach students basic concepts and theories that are useful for making sense of contemporary debates relating to world economies, while highlighting current events and recent history that has shaped how states and other actors interact with each other across national borders. Major topics include international cooperation, security and conflict, trade, and international organizations. Special emphasis will be placed on the interconnection between the mentioned topics and the growth and survival of business.

### **G111 Public Administration**

This course is designed to introduce students to basic concepts and theories in public administration, which is the study of how government is managed, organized and structured. It is an interdisciplinary field of study that is concerned with how public institutions function

and how they can be managed to serve citizens better. At the end of the course, students are expected to be able to identify similarities and differences between public and private entities, explain the consequences of those differences for what government does, display an understanding of the principles of good governance and discuss the tools that modern public administrators use to pursue their goals, along with the pros and cons of those tools.

## **FOUNDATION COURSES (3 credits each)**

### **C102 Business Communication**

This course is designed to provide students with written, oral and non-verbal communication skills that they can leverage in the workplace to engage in effective interactions with internal and external stakeholders. After striving to create an appreciation of the communication process and the basic criteria for crafting effective business messages, the course will progress towards a comprehensive discussion of the various business documents that students are likely to encounter in the professional realm. Among these, letters, reports and e-mails will be particularly emphasized, with a focus on context and audience analysis. Finally, an endeavor will be made to equip students with resume writing, cover-letter writing and presentation skills that they can use to enhance their overall chance of success in the job market. It is expected that upon completing this course, students will emerge with an understanding of the nuances of business communication and use this knowledge to communicate in a manner that results in the creation of individual and organizational goodwill.

### **L101 Business Law**

This course includes study of the nature of the legal system and strives to create an appreciation for the legal framework within which businesses must operate on a day-to-day basis. Topics covered include basic business agreements, business entities, and government regulation; law of contract; agreement; consideration; misrepresentation; sale of goods; discharge; remedies; law of agencies; and Company Law. It also includes Labor Law and acts concerning payment of wages, employment and non-employment in factories, shops and establishments, workers' compensation, industrial disputes, trade unions and labor courts.

### **K101 Business Statistics**

This course is designed to equip students with statistical tools and concepts to be used in the business decision process. Methods of descriptive and inferential statistics are covered, including measures of central tendency and dispersion, probability distributions, hypothesis testing, correlation and regression analysis, and basics of non-parametric statistics. The manner in which organizations can leverage each of these tools to make more informed decisions is emphasized in parallel with the mathematical foundation of each topic. Survey methods and sample designs are also discussed, with a brief overview of how statistical tools can be used for research purposes.



### **K201 Quantitative Methods in Business**

This course is designed to equip students with mathematical tools and concepts to be used in the business decision process. It includes business application of number fields, linear and non-linear inequalities, functions, sets, analytical geometry, logarithm limit, differential and integral calculus, matrix and linear programming. Upon completion of the course, students are expected to be able to apply mathematics to analyze management problems and develop simple models to reflect real-life business situations. Students are also expected to grasp how quantitative techniques can be used to optimize returns for business organizations that are operating within the constraint of limited resources.

### **K301 Business Analytics**

This course is intended to serve as an introduction to business analytics. It covers statistical tools in descriptive analytics and predictive analytics, with a key focus on regression models. Other topics covered include forecasting, risk analysis, simulation, data mining, and decision analysis. The course provides students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations and demonstrates the basic application of these in a spreadsheet environment. Emphasis is placed on applications, concepts and interpretation of results, rather than on theory and calculations. Students also learn to use a computer software package for data analysis.

### **R301 Research Methods**

This course aims to expose participants to qualitative and quantitative data gathering, processing, analysis and presentation methods and skills. Through this course, students will learn about the relevant approaches and elements for undertaking a research inquiry and develop the competence to carry out such an enquiry. Major areas covered include definition of research questions; setting of appropriate research objectives; alignment of study design with research objectives and budgetary constraints; secondary and primary data collection methods and instruments; sampling and analysis methods; and effective reporting of results. The importance of ethical conduct in conducting research will also be highlighted.

### **E201 Microeconomics**

The purpose of this course is to develop students' skill in systematically analyzing the economic aspects of business decisions. The course will focus on how individuals make decisions that affect their income and wealth, how firms make decisions that affect profits and production, and how government regulation affects individuals and firms. Major topics covered include foundation and evolution of micro economics; the basics of supply and demand; utility approach to consumer behavior; theory of production and cost; profit maximization and competitiveness; market structure and theory of the firm; factor inputs; externalities and public goods.

### **E202 Macroeconomics**

This course serves as an introduction to the analysis of key macroeconomic variables such as output, employment, inflation, interest rates and exchange rates. Major elements of the course include understanding and measurement of macroeconomic variables, reflection on models and theories that explain the behavior of these variables, and insight into the role of government policy in seeking to influence macroeconomic outcomes. The course will provide students with a framework for understanding the workings of the whole economy and the interactions among households, business and government. Key topics covered include concept and computation of national income; aggregate supply and demand models; savings, consumption and investment; employment; theory of money and inflation; monetary and fiscal policy; and economic growth and development.

### **M301 Global Business Environment**

The fundamental objective of this course is to introduce students to the nature of international business and to the opportunities and challenges faced by firms that operate in an increasingly globalized world. Major topics covered include: the development of firms with international operations; national differences in the economic, political, social and legal environments; cultural differences and their effects on international business; the operation of foreign exchange markets; international trade policy; regional economic integration; and the impact of the technological revolution. Through this course, students are also expected to develop an understanding of the nature of the multinational firm and analyze key decisions made by those firms such as choice of markets, entry strategies, and conduct of cross-border trade and commerce.

### **W101 Principles of Management**

The objective of this course is to provide an introduction to the concept of management and to the critical functions fulfilled by managers in achieving organizational goals. Regardless of the nature or scope of an organization, the importance of management is universal. Hence, this course will endeavor to develop a strong theoretical base regarding the four cornerstones of management, namely, planning, organizing, leading and controlling, which aspiring managers can translate to the workplace. Familiarizing students with contemporary concepts and practices in management and developing basic knowledge in how to deal with organizational change and diversity are also integral to the course.

### **W102 Organizational Behavior**

The objective of this course is to introduce students to the complex realm of human behavior as it relates to the context of an organization and to provide them with a conceptual framework to address the managerial challenges created thereof. The course will be divided into three distinct but interrelated tiers, with the first focusing on dimensions of individual behavior, the second concentrating on group dynamics and the third highlighting

how the organization shapes the behavior of its members. The importance of this course for the students is two-fold: It will give them a scientific basis to analyze their own behavior and adapt these for a better chance of career success. It will also give them an insight into how human behavior can be leveraged for organizational effectiveness.

### **W201 Business Ethics and Leadership**

This course is designed with the twin objectives of familiarizing students with ethical decision making and examining the role of effective leadership in fostering a positive organizational culture that emphasizes ethics and integrity. Through this course, students will be taught how to identify ethical grey areas in business decision-making, make correct choices when confronted with an ethical dilemma and the role of organizational policy in setting a benchmark for ethical behavior. Theories of leadership will also be examined, with a key focus on their application in the contemporary world of business and the need for leaders to act as champions of ethics by embodying honesty and integrity in their thoughts and actions.

### **W301 Innovation and Entrepreneurship**

This course focuses on understanding and managing creativity and innovation in organizations by examining the relationships among organizational structure, group dynamics and individual psychology in problem-solving. While this course primarily draws examples from the context of new product development, entrepreneurship, marketing and knowledge management, the insights generated apply to all disciplines and organizations facing the necessity of routine innovation and change. Also, this course helps students develop a conceptual framework and an understanding of the best practices related to developing, executing, and managing large and small scale innovation initiatives in the organization.

## **CORE COURSES (3 credits each)**

### **M101 Principles of Marketing**

The objective of this introductory course in marketing is to provide students an overview and understanding of the marketing function and the manner in which it creates value both for the organization and its target customers. The course will start off by developing a definition of marketing and the marketing process, creating an understanding of the marketing environment and delving into buyer behavior which is at the heart of marketing. This will be followed by coverage of different dimensions of the marketing mix. These include new product development and product life cycle (PLC), pricing and pricing strategies, marketing channels and channel partners, integrated marketing communication (IMC), advertising, public relations, personal selling and direct, online and social media marketing. Emerging themes such as the shifting of power to customers will also be explored along with sustainable marketing and social responsibility.

### **M201 Marketing Management**

This course is designed to introduce students to key elements of the marketing management process and build upon the concepts taught in 'Principles of Marketing' to form a more refined understanding of the strategic role of marketing. Major areas of emphasis include use of strategic marketing for segmentation, differentiation and positioning, application of the marketing mix for creating customer value through the product, pricing strategy, promotional strategy and distribution networks, and utilization of metrics to measure ROIs of alternative marketing strategies. Students will also learn how to adapt differentiated marketing strategies for individual and business consumers, for different layers of the national market based on demographic and socio-cultural differences, and also how to develop an international marketing strategy. The paradoxes of marketing to connected customers, creating competitive advantage, understanding the global marketplace, and managing a holistic marketing organization for the long run will also be emphasized.

### **F101 Fundamentals of Finance**

The objective of this introductory course in finance is to familiarize students with the basic concepts and theories in financial management. The course starts off by introducing students to different forms of ownership and appropriate goals of organizations before progressing towards more intricate concepts such as time value of money, security valuation techniques, financial planning and forecasting methods, and management of short-term resources. In addition to the above, the course will provide a brief insight into concepts of risk and return, capital budgeting techniques and sources of financing. Ethical implications of financial decision-making and consideration of the global context are embedded into these topics as appropriate.

### **F201 Financial Management**

The course is intended to provide a holistic view of the financial manager's job in an organization by building on the conceptual foundation created through 'Fundamentals of Finance'. The focus of this course will be on: analyzing capital expenditures with thorough coverage of the entire spectrum of tools available to aid objective decision making in this area; short, intermediate and long-term financing; cost of capital; capital structure; and dividend policy. The course will delve deep into the risk-return trade-off that characterizes financial decision making and emphasize how financial managers can maximize wealth for the firm's shareholders while simultaneously ensuring that the claims of all other stakeholders are met. The course will also include a brief discussion on multinational/international financial management and financial derivatives, given their growing significance in the contemporary world of business.

### **A101 Financial Accounting**

This course is designed to equip students with the ability to identify, record, interpret and communicate financial information, thereby engaging in more informed decision-making. The course covers the basic accounting equation; double-entry system; recording process; preparation of four basic financial statements; accounting for current assets (e.g. inventory and account receivables); depreciation methods; disposal and exchange of long-term assets; internal control; and ratio analysis for evaluating financial statements. The conceptual framework of accounting, including accounting principles, assumptions and constraints, are also covered in this course.

### **A201 Managerial Accounting**

This course deals with tools and techniques for making better use of accounting information to facilitate decision-making by internal users. Emphasis is placed on cost terminology, cost classifications, cost behavior and cost systems. Areas of focus include variable and absorption costing, activity-based costing, standard costing, budgeting, flexible budgeting, cost-volume-profit analysis, cost estimating, and the costs of outsourcing. Upon completion of the course, students are expected to emerge with an understanding of how to extract and modify costs in order to make rational decisions and create organizational value.

### **A301 Taxation**

The objective of this course is to create sound understanding of Bangladesh income tax principles and practices. It will strive to provide students with comprehensive knowledge of taxation from a managerial perspective, with emphasis on the identification of tax problems and potential tax planning opportunities. The course addresses personal and corporate taxation system prevailing in Bangladesh, with focus on the tax assessment and collection procedure. Provisions relevant to submission of tax return, filling of statement of assets and liabilities will be discussed, thus creating great value for aspiring managers from both a personal and professional perspective. The important features of value added tax, customs and excise duties, gift tax prevailing in Bangladesh will also be covered.

### **H301 Human Resource Management**

Irrespective of the size, nature or complexity of an organization, success often rests on the ability to attain results by leveraging the skills, efforts and abilities of people. Human resource management is therefore both imperative and invaluable. With emerging trends such as technological advancements, emergence of knowledge-based jobs and greater service orientation, what was once considered an administrative function has taken on a strategic focus. The goal of this course is to create an understanding of the entire spectrum of activities which encompass the human resource management function starting from job analysis and recruitment through training and development to appraisal and compensation.

A parallel objective is to familiarize students with the fair employment and labor relations aspects of human resource management, which continue to grow in importance.

### **P301 Operations Management**

Operations Management is a discipline that deals with designing, managing, and controlling business processes, including acquisition and utilization of resources and distribution of goods/services. This course is intended to strengthen students' conceptual understanding of and skills in the areas of operations management by focusing on: capacity planning; production scheduling; inventory management; quality management; supply chain management; forecasting; and project management. Upon completion of the course, students are expected to display an understanding of how superior operations management can lead to competitive advantage and apply quantitative and qualitative tools for making optimal decisions in this area.

### **W202 Management Information Systems**

This course is intended to help students understand how information systems can be leveraged to drive organizational performance and growth. Topics covered include information systems concepts and terminologies; current issues and trends in IT; e-Business; e-Commerce; the impact of technology on organizations, managers and users; and ethical, social and global issues in the use and application of IT. ERP, decision support systems, executive information systems, and use of information systems in different functional areas like marketing, finance, production and human resources will also be explored.

## **AREAS OF CONCENTRATION (MAJOR/MINOR)**

### **A) ACCOUNTING**

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#### **A401 Intermediate Accounting**

This course begins with a rigorous review of the concepts, principles, measurements and accounting processes, taught at the introductory level. This course covers the basic framework of financial reporting, content and analysis of financial statements with emphasis on accounting for current assets, current liabilities, non-current assets, intangible assets including impairment of non-current assets, long term liabilities, accounting for lease and accounting policies, changes and errors. This course also covers income and expense recognition applications in diverse and complex business situations and implication in tax expense through different accounting practices. The implication of the IFRS is discussed with each topic and its application.

#### **A402 Cost Accounting**

This is an advanced level course dealing with the techniques of costing and the use of cost information for managerial planning and control. The contents cover introduction to cost accounting as a separate discipline/branch of accounting, objectives and importance of cost accounting; cost concepts and cost classification and preparation of cost sheet; material costing: store-keeping and inventory control; valuation of inventory; labor cost accounting; service costing (operational costing); contract costing; chargeable expenses: manufacturing and non-manufacturing overheads; job order and batch costing; process costing; activity based costing; standard costs; variance analysis; statement of cost of production.

#### **A403 Auditing and Assurance**

The course deals with principles/introduction of auditing, auditors' duties and responsibilities, basic auditing techniques, verification and valuation of assets and liabilities, internal checks, internal control and auditor's reports. This course basically covers financial audit, cost audit and management audit. Besides, financial and management audit, the course covers the regulatory framework of auditing and the auditing standards; the assurance framework; demand for assurance; applications of the assurance function; structure of assurance standards and pronouncements; the personal qualities of an assurance provider.

#### **A404 Financial Statement Analysis and Valuation**

The objective of this course is to help students understand the tools and techniques of financial analysis and provide framework for corporate valuation. The course introduces the proper equity valuation and fundamental analysis process. The course content includes income statement and balance sheet analysis, cash flow statement analysis, business analysis and accounting analysis. It also focuses on financial analysis techniques like ratio analysis, DuPont analysis, and credit analysis and enterprise valuation with Monte Carlo simulation. Additionally, merger valuation and equity research analysis might also be covered.

#### **A405 Strategic Management Accounting**

In this course, students are expected to learn how to measure and report financial and non-financial information that help managers make strategic decisions and fulfill the goals of an organization. This course includes the following topics: pricing, make or buy decisions, re-structuring decision, re-engineering decision, merger decision, transfer pricing, corporate performance evaluation, strategic profitability analysis, product life extension, marketing mix decisions, accounting information for strategic positioning, strategic cost driver analysis, etc.

#### **A406 Advanced Financial Accounting**

This is an advanced level course dealing with the topics like date consignment and joint venture accounts, branch and departmental accounts, hire purchase and installment accounting, accounting for liquidation of companies (Insolvency Act), financial statement of group of companies, accounting relating to insolvency, accounting related to mergers and acquisition, partnership firms, accounting and valuation of goodwill.

#### **A407 Accounting for Government and Non-Profit Organizations**

This course covers government budget and financial management funds control concepts, standards, procedures, and practices. Topics include recognizing and recording accounting transactions for various funds like fiduciary fund, provident fund, benevolent fund, retirement benefit, etc. Accounting for autonomous bodies like municipal corporations, universities and non-profit oriented organizations is also included.

#### **A408 Accounting Theory and Standards**

This course focuses elaborately on the conceptual framework of accounting and reforms in financial reporting, accounting concepts, standard setting, measurement and recognition issues, and characteristics of accounting information. The topics included in this course are objectives of financial reporting, the conceptual framework, Generally Accepted Accounting Principles (GAAP) and the Financial Accounting Standards Board (FASB), financial reporting and elements of financial statements. Another major part of this course includes details of International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).

#### **A409 Social and Environmental Accounting**

The objective of this course will be understanding the role of social and environmental accounting within the contexts of sustainability, responsibility and accountability (climate change, CSR, human rights accounting); nature of social and environmental accounting, rationale behind social and environmental reporting, social and environmental accounting in the private and public sectors, qualitative and quantitative techniques for social and environmental accounting disclosures, evaluation of social and environmental accounting reports. The students will be provided with an understanding of contemporary theories and empirical evidence concerning social and environmental accounting, and an ability to evaluate these in a number of contexts, for example, accounting and society, accountability and sustainability.

#### **A410 Forensic Accounting**

This course explores the forensic accountant's role in today's economy. The contents of this course include fraud detection and fraud investigation techniques, valuation of closely held businesses, lost profit analyses, and various types of litigation support services. Fundamental



legal concepts governing expert witness testimony are also examined, and students are required to quantify economic damages in cases. By the end of the course students are able to understand both the pervasiveness and the causes of fraud and white-collar crime in our society, examine the types of fraud and fraud schemes that affect business enterprises, explore methods of fraud detection and prevention, and increase their ability to recognize potential fraudulent situations.

## **B) FINANCE**

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### **F401 Corporate Finance**

This is an advanced course in finance with a comprehensive and detailed treatment of the theories, applications and financial tools used in a corporate financial environment. The course emphasizes on understanding, analyzing, and integrating financial information as an aid to making financial decisions. It also examines the role of financial institutions and regulations in corporate financial management. Building on the conceptual foundations of financial management, the course also introduces some interesting but complex topics in corporate finance. Upon completion, the students will have a sound understanding of topics like capital budgeting for levered firms, long term financing, capital structure, dividend payout policy, merger and acquisition, leasing, basic derivative products, real options, short term financing and planning and working capital management.

### **F402 Investment Analysis and Portfolio Management**

The objective of this advanced level finance course is to help students understand the investment setting, appreciate the available investment vehicles, analyze securities for investment, create and manage portfolios and evaluate portfolio performance. The course content includes investment environment, investment management processes, security analysis techniques, investment strategies, theories of portfolio formation, and portfolio management and performance evaluation techniques. Brief discussion about the behavioral aspects of investment decision-making and prospects of investing in options and other derivatives are included.

### **F403 Financial Markets and Institutions**

The objective of this course is to provide a conceptual framework for understanding financial markets, with a major focus on different types of securities traded in these markets and how they fulfill the myriad investing and financing needs of individuals and corporations. The course will also delve into the distinctive roles played by the major categories of financial institutions and their management. Special focus will be given on the management of funds obtained from the surplus units of the economy, such that the optimum balance is struck between risk and return. Bearing in mind the dynamic nature of the financial marketplace, the focus will be on keeping the learning materials contemporary

with emerging issues pertaining to financial markets and institutions, and on maintaining relevance with the Bangladesh context.

#### **F404 Financial Statement Analysis and Valuation**

The objective of this course is to help students understand the tools and techniques of financial analysis and provide frameworks for corporate valuation. The course introduces the proper equity valuation and fundamental analysis process. The course content includes income statement and balance sheet analysis, cash flow statement analysis, business analysis and accounting analysis. It also focuses on financial analysis techniques like ratio analysis, DuPont analysis, and credit analysis and enterprise valuation with Monte Carlo simulation. Brief discussion on interpretation of annual reports, prospectus, real case studies, and merger valuation and equity research analysis may also be included.

#### **F405 Financial Derivatives**

The purpose of this course is to familiarize students with different types of derivative securities like options, futures, forwards and swaps. This course provides a comprehensive analysis on the properties of derivative securities and a theoretical framework within which the derivatives can be valued and used for hedging purposes. The topics to be covered in this course include nature of futures, forwards, swaps and option contracts, valuation of options, futures and swaps, binomial approach and Black-Sholes model for pricing options. Different asset-backed securities, interest rate caps, floors, collar strategy, option-trading strategies etc. will also be covered. A thorough analysis on real case studies about uses of different derivatives and associated risks will be done.

#### **F406 International Finance**

This course provides the students an understanding of the international financial environment and the strategies for dealing with unique opportunities/threats by hedging to insulate the business's exchange rate exposure. Core topics to be covered include, but are not limited to, the theories of international trade and motives for FDI, balance of payments, exchange rate determination, international money markets, bond markets and derivatives markets, international arbitrage and interest rate parity, purchasing power parity, international fisher effect, evaluating transaction, economic and translation exposure, managing transaction, economic and translation exposure, multinational capital budgeting and multinational cost of capital.

#### **F407 Alternative Investment Analysis**

Pursuant to the recent financial turmoil, institutional investors are increasingly looking beyond the more traditional asset classes. The purpose of this course is to explore the world of alternative investments such as investments on hedge funds, private equity, bit coins, venture capital funds, real estate, commodities. Risk, return and market characteristics of these alternative investment vehicles will be covered in this course.

#### **F408 Financial Econometrics**

This course covers tools and techniques for analyzing time series financial data. Popular econometric models for serial correlation and nonlinearities in contrast to the standard classical linear model estimation will be the focus of this course. Special attention will be paid to the application of financial econometrics in the form of testing forms of market efficiency, event study, prediction asset returns, analysis of various macroeconomic factors, etc. While doing the course, students will become familiarized with popular and contemporary statistical packages like SPSS, STATA, EVIEWS, R and others.

#### **F409 Bank Management**

This course is structured to help students master established management principles and to the perplexing issues of risk, regulation, technology, and competition faced by the banks and other financial services providers today. Topics covered include banking history and regulation, consumer and commercial credit analysis, asset and liability management, risk management, loan policy, and money management services. Trends such as consolidation, on-line banking, internationalization, and project-line expansion will also be addressed. Students will be exposed to key trends and changes in the financial-services sector. In addition, students will learn about various career opportunities in the banking and financial institutions field.

#### **F410 Behavioral Finance**

This course is designed to provide an overview of an exciting and fast-growing area in finance, which argues that investor behaviors are not necessarily driven by 'rational' considerations but are affected by many aspects of psychology. This course introduces cognitive biases, discusses the impact of such biases on financial decision-making, and explores the behavior of individual investors, fund managers and corporate managers. This course will typically cover topics like disposition effect, risk perceptions, prospect theory, overconfidence and their impact on individual and professional investors' decision-making process. Impact of decision framing, behavioral, emotional and other biases on corporate financial decision-making will also be covered in this course. Upon completion, the students will have basic insights of behavioral finance theories and will be able to shed light on the behavior of individual investors and finance professionals in investment decision-making and corporate financial decision-making.

#### **F411 Fixed Income Securities**

The course covers the valuation of a wide variety of fixed income securities and derivatives including pure discount bonds, coupon bonds, forwards and options on fixed income securities, interest-rate swaps, floating-rate notes, and mortgages. The course focuses on analytic tools used in bond portfolio management and interest rate risk management. These tools include yield curve, duration and convexity, and formal term structure models etc.

Tools and techniques to analyze macroeconomic variables and interest rates, taxes, and the relationship among them will be explored. Default risk and multi-factor models of the term structure will also be covered.

#### **F412 Merger, Acquisition and Private Equity Management**

This course equips participants for analyzing, valuing and modelling complicated transactions such as mergers, acquisitions or leveraged buyouts (LBOs). It improves participants' understanding of the benefits and risks of mergers, acquisitions and levered structures, as used by corporate and private equity firms. The process of evaluating opportunities in the corporate-control market; how deal structure affects both value creation and value division; M&A motivations and tactics; M&A valuation of stand-alone firms, synergies in mergers, transaction contingent clauses and the expected impact on share value and earnings accretion/dilution; the role of syndicated loans in buyouts and others will be covered in this course.

#### **F413 Corporate Financial Risk Management**

Managing corporate financial risk is an increasingly important aspect of corporate financial management. This course provides insights into three prominent aspects of risk management: interest rate risk, commodity price risk and foreign currency exposure. Modern principles of finance and investment will be employed to address the practical problems of measuring and managing corporate financial risk with the latest derivative products in the context of business uncertainties, accounting imperfections and incomplete markets.

#### **F414 Venture Capital and Entrepreneurial Finance**

This course aims to create an understanding of what venture capital is, what venture capitalists do, the way venture-capital organizations work and why/how they play such a significant role in the economy. The course essentially follows the 'venture capital cycle', focusing sequentially on the main financial and operational activities of venture capital firms i.e., assessing opportunities, valuing ventures, negotiating and structuring investments, managing investments and exiting. This course will cater to the interests of students who wish to be working in venture capital or other private-equity organizations or as entrepreneurs, managers of firms financed by such investors, or as investment bankers taking their firms public, or as fund managers investing in these funds.

#### **F415 FinTech**

The course is designed to equip the students with the ability to identify opportunities for disruption in the financial services sector, and enables the students to both launch new FinTech ventures and harness new technology to build better financial services firms. This will provide the students a comprehensive understanding of the multiple aspects of financial technology and models, including: regtech, proptech and frontiers of financial innovation.

## **C) ECONOMICS**

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### **E401 Mathematics for Economists**

This course teaches the mathematical skills required for problem solving and decision making in economics and business through use of mathematical models and specialized techniques. For students with varying backgrounds in mathematics, the course will provide a common ground by starting from simple concepts. Core topics include functions as mathematical models, equation-solving techniques, differential and integral calculus, exponential growth and time-value of money, partial derivatives and their applications in economic functions.

### **E402 Econometrics**

The objective of this course is to provide the basic knowledge of econometrics that is needed for any serious economist or social scientist, to a level where the participant would be competent to continue with the study of the subject in a graduate program. The course focuses on the estimation, inference and identification of linear models. It discusses the issues and challenges of linear regression models, interpretation of the results of these models, and application of econometrics to study real-life problems such as evaluation of government policies and programs. The topics covered in the course include estimation issues such as model misspecification, measurement errors, endogenous regressors, instrumental variable regressions, panel data approaches, and econometric analysis using matrices. Standard application software for econometrics and statistical analysis is used throughout the course.

### **E403 Inferential Statistics**

This course on inferential statistics is designed for students to learn the conceptual underpinnings for making inference of statistical outputs and how to apply them to address more advanced statistical questions than are covered in an introductory statistics course. The statistical methods covered in the course are useful for many types of questions that relate to multiple variables and/or multiple groups. Learning how to effectively use data and statistical methods to make evidence-based decisions is the overarching goal of the course.

### **E404 Intermediate Microeconomics**

This course builds on the microeconomic principles and provides an analysis of the way in which the market system functions as a mechanism for coordinating the independent choices of individual economic agents. It develops a basis for evaluating the efficiency and equity implications of competition and other market structures, and a perspective on the appropriate role of government. Included are the study of consumer choice, production and cost, market structure, and market failure. The course will put more emphasis on the mastery of theoretical concepts and analytical tools, although their application to real

world problems remains an important part of the course. The course is expected to enable the students to explain the behavior of consumers and firms using mathematical tools, apply economic theory to analyze economic problems and prescribe solutions in diverse real-world situations, and model economic situations in a logical and rigorous manner.

#### **E405 Intermediate Macroeconomics**

This course covers the determination of income, employment, the price level, interest rates and exchange rates in the economy. National economy is analyzed from both short run (e.g. business cycle and stabilization policy) and long run (e.g. economic growth) perspectives. The insights of Keynesian and classical theories are integral parts of the course. Since macroeconomics is an empirical discipline, as point of reference, the course relies on case studies and interpretation of macroeconomic data and indicators. The course is expected to enable the students to relate basic macroeconomic theory and principles to current macroeconomic issues, apply basic macroeconomic theory to analyze macroeconomic policies, and to construct and present policy arguments by applying theoretical macroeconomic concepts.

#### **E406 Business Forecasting**

This course covers the use of econometric and statistical techniques relevant to time series forecasting in a business environment and computer implementation of these methods. Building and evaluating short-term forecasting models using time series analysis will be the focus, and applications will be emphasized in this course. Understanding these issues will allow students to select and use the most appropriate methods and models, and to analyze historical data with the aim of predicting future outcomes with minimized errors.

#### **E407 International Economics**

The course has two goals; first, the course introduces students to both classical and modern theories of international trade in goods and services, as well as empirical research on trade. A substantial fraction of the course is dedicated to examination of trade policies pursued by countries at different levels of development. Second, the course introduces students to introductory level of theories of international finance flows, determination of interest and exchange rates in interconnected economies, macroeconomic policy measures available to the government, and the nature and management of international financial meltdown and crises.

#### **E408 Globalization, Technology and Sustainable Development**

This course explores dimensions of sustainability as they relate to technological change and global economic integration. The course also examines how the dual forces of technology and globalization impact international trade and investment, physical environment and ecological balance, global employment and working conditions, collective creation and

distribution of value, etc. It also strives to encourage students to innovate mechanism(s) to resolve conflicting sustainable development priorities.

#### **E409 Labor Economics**

This course analyzes the factor of labor in the economy, addressing topics of labor supply and labor demand, theories and practice of wage determination, and how wage structures and wage differentials develop and evolve. Macro-institutional forces related to labor, labor markets, and wages are considered, including labor force participation, evolution and change in labor markets in Bangladesh, employment, and unemployment. Trends, measurement and analyses of labor productivity, labor mobility, labor market discrimination, and the role of government and unions in labor markets are further considered. Particular attention will be given to the impact of the current economic development, technological disruptions, and typical dimension of labor as competitive advantage. In the context of Bangladesh, the course concludes with in-depth analysis of the impact of technology on the competitiveness of labor-intensive sectors such as RMG, agriculture and overseas employment.

#### **E410 Trade Policy Analysis**

The course focuses on economic analysis of current trade policy issues, with an emphasis on the theoretical, empirical and policy dimensions of international trade governance and negotiations in the WTO, and the spread of preferential trading arrangements and trade blocks. The course discusses countries' international trade policy regimes and trade arrangements under different trade blocks such as SAARC, BIMSTEC, ASEAN, Commonwealth, EU, NAFTA, etc. In addition, special attention is given on trade blocks and preferences that positively or negatively impact Bangladesh's trade with other nations.

#### **E411 Financial Economics**

This course provides an understanding of the principles of financial economics, with substantial discussion on the efficient markets theory, an overview of quantitative methods in finance, consideration risk aversion in the context of utility theory, examination of portfolio theory, the Capital Asset Pricing Model and multi-factor asset pricing models. It also covers bond pricing, duration and convexity, behavioral finance theory, an introduction to the economics of financial crises. Besides, it introduces the top down approach to investment decisions. The emphasis is on a thorough coverage of modern finance theory as applied to investment analysis, balanced with a consideration of new developments in the discipline, and of the application of both old and new theoretical perspectives to understand the current environment for financial investment decisions.

## **D) HUMAN RESOURCE MANAGEMENT**

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### **H401 Learning and Development**

Learning and development refers to the imparting of specific skills, abilities and knowledge to an employee. The objective of this course is to equip students with an understanding of the concepts and tools needed to drive human improvement within organizations. The entire training process will be studied in depth, ranging from assessment of training needs to development of training interventions and evaluation of training outcomes. The nature and scope of employee development will also be examined, with focus on succession planning to fill organizational vacancies with internal incumbents.

### **H402 Performance Management**

Managing employee performance facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs and improved business and organizational results. Having a valid and effective performance management system is essential for managing and evaluating staff, developing their competencies, improving organizational performance, and eventually achieving winning business outcomes. The aim of this course is to help students understand the overall framework of performance – as a system, as a tool and mostly, as a culture. Topics covered include performance analysis and the rating process, feedback and performance review discussion, assessment of team performance, and other relevant HR decisions.

### **H403 Compensation Management**

Compensation management is about design, implementation, maintenance, communication and evolution of reward processes, which help organizations to improve performance and achieve their objectives. This course focuses on the choices that confront managers who wish to manage compensation strategically. These choices will be understood through the guiding principles of effective compensation systems: internal alignment, external competitiveness, employee contributions and management of the pay system. Students will also gain well-rounded understanding of the evolution of and processes involved in compensation management, coupled with its relevance to performance management in the organization.

### **H404 Human Resource Planning**

Human resource planning is a process that identifies current and future human resource needs for an organization to achieve its goals. In this course, students will examine the various elements of human resources planning including strategic planning, job analysis, and forecasting supply and demand. It will also examine how corporate and business strategy influence human resources management practice. Students will learn to develop and analyze alternative human resource strategies and critically assess their relationship to the operational and strategic plans of the organization.



#### **H405 Labor-Management Relations**

The term labor relations, also known as industrial relations, refers to the system in which employers, workers and their representatives and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. It also describes a field of study dedicated to examining such relationships, and other bodies affording workers' representation. The goal of this course is to make better decisions keeping these stakeholders in mind. Principal topics covered include the framework of labor relations, union and management perspective on industrial harmony, nature of collective bargaining and dispute settlement mechanisms.

#### **H406 Negotiation and Conflict Management**

Negotiation refers to the process of interacting in order to advance individual interests through joint action. Building symbiotic and long-lasting relationships with various constituencies is key to business growth and survival. Ineffective negotiation and conflict management approaches can often disrupt these relationships, making this course critical in the study of HRM. Principal topics covered include the theory, processes, and practices of negotiation, conflict resolution, and relationship management, effective and ineffective strategies for the same, and impact of different national and cultural contexts on patterns of negotiation and conflict resolution.

#### **H407 Strategic Human Resource Management**

SHRM is the connection between a company's human resources and its strategies, objectives and goals. The objective of this course is to develop an understanding of how HR strategies can be aligned with the organizational strategy to ensure congruence in policies and practices across various HR areas. Key topics covered include the distinguishing features of the strategic HRM paradigm, aspects of continuity and change, linkage between strategic HRM and organizational performance. Upon completion of the course, students are expected to emerge with an understanding of how to leverage the complex relationship between business strategy and human resource management to bring out the best in employees both from a development and from a performance management perspective.

#### **H408 HR Analytics**

Given the forces of automation and digitization, business organizations today are under immense pressure to innovate from within and evolve continuously in response to changes in the external environment. This course will introduce students to the theory, concept, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.

#### **H409 Management of Change and Diversity**

The world of business is in a constant state of flux and the increasingly global nature of the workplace is a predominant aspect of this evolution. This course is designed with two parallel objectives. The first is to create a sense of cultural diversity and the managerial challenges arising there from, such that aspiring managers are better equipped to engage in effective cross-cultural communication, work in teams with diverse socio-cultural fabric and emerge as global leaders. The second objective is to create an understanding of how to anticipate and address change, with a key focus on the emerging forces of change in the contemporary world of business, the change process and strategies for successfully implementing change.

#### **H410 Talent Management in the New Economy**

As the world ushers in the fourth industrial revolution, talent management, as we know it, is likely to change significantly. The aim of this course will be to create an understanding among aspiring managers about the major trends, which are likely to shape the "new economy" and the demands placed on the human resource management function as a result of these. The entire human resource management process ranging from HR planning to employee compensation will be revisited in light of these changes, with a key focus on the area of talent development and retention.

### **E) INFORMATION SYSTEMS AND TECHNOLOGY**

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#### **K401 Systems Analysis and Design**

This course focuses on both traditional and object oriented systems analysis and design, with an emphasis upon developing competency in a wide range of modeling techniques. Specific topics include: overview of the software development environment and project management; project selection, initiation, and planning; determining requirements; process modeling, including DFDs and use cases; logic modeling, including decision tables, sequence diagrams, and activity diagrams; Entity-Relationship diagrams; form and report design; interface and dialogue design; design specifications, including structure charts and prototypes; designing for LANs and distributed systems, as well as the Internet; systems implementation, including parallel and phased implementation, testing, documentation, and user training; systems maintenance, including types of maintenance, controlling and coordinating maintenance requests, and configuration management.

#### **K402 E-Business**

The course provides a comprehensive presentation of the concepts, technologies and tools necessary for designing and implementing information systems that support e-business and e-commerce initiatives. The topics include emerging business models, technologies, business and social impact of e-business, networking basics, infrastructure architectures,

security, front-end/back-end integration, development tools, marketing tactics, online investing and designing interactive web sites to enhance usability. In addition to acquiring basic skills for identifying electronic business opportunities and creating a presence in the online marketplace, the student reexamines fundamental processes of business as they are performed in cyberspace in contrast to the marketplace

#### **K403 Information Systems Strategy and Architecture**

This course emphasizes the planning and management of information technologies and related resources at the corporate level by understanding how strategy drives architecture which then drives infrastructure; and defining how business goals can be translated into IT architecture and then into infrastructure. Specific topics include: assessment of information technologies, tracking emerging technologies and trends, managing portfolio resources and matching them to business needs, technology transfer, end-user computing, outsourcing, theoretical models, strategic applications and strategic IT planning.

#### **K404 Web Design and Development**

This course focuses on technologies of World Wide Web design and development, enhancing web pages with the use of page layout techniques, text formatting, graphics, images, and multimedia; and producing a functional, multi-page website. Topics include: TCP/IP, HTTP, HTML, HTML authoring, XML, ASP programming, client-side programming, and Web 2.0, web servers, database servers, business application servers and Internet.

#### **K405 Fundamentals of Programming**

This course focuses on providing the students a broad understanding of both Structured and Object Oriented Programming (OOP). The student will acquire introductory skills in problem analysis, solution design, and program construction, and developing applications using a language such as Python. Specific topics include: introduction and history of computer programming; basics of structured programming; basics of OOP; pseudo-code; flowcharting; coding, testing, and debugging; overview of Python programming topics like leveraging OS services, code graphical interfaces for applications, create modules, create and run unit tests, define classes, interact with network services, query databases, process XML data etc.

#### **K406 Managing Digital Innovations**

Digital innovation is the application of new (digital) technologies to existing business problems or practices. The Internet of Things (IoT), big data, 3D printing, artificial intelligence (AI), self-service technologies, cloud computing, data mining and analysis, social media enabled business process, wearable computing are a few digital technologies that are fundamentally transforming every single industry. The course focuses on exploring what digital innovation means on a business level, how it's fundamentally changing industries

and markets and managing such changes. More specifically, it includes key concepts of innovation and digital innovation, innovation cycle, innovation types, theories of innovation, public service innovation, comparison of private and public service innovations, global innovation index, innovation in different contexts (developed and developing economy), business process re-engineering, innovation and government policy, innovation case studies. It also includes managerial issues associated with such innovations and managing changes occurring in the nature of work and organizations for these innovations. Types of change and the objectives of change management, phases of change management, development strategy to adopt change, monitoring and evaluation of changes, recognizing and managing distress, resistance to change and global case studies on change management.

#### **K407 Information Systems Project Management**

This course focuses on the theory and practice of managing projects, specially IS projects. While a large number of IT projects have been reported to be poorly managed leading to failure or partial failure, this course prepares students to become project managers. It covers IS project management concepts, techniques, tools, project issues, roles and responsibilities of project leaders. Topics include, but are not limited to, project planning, resource allocation, scheduling, budgeting, monitoring, controlling, use of Gantt charts, precedence analysis, PERT, and CPM. The course also introduces to the students the agile nature of a project and techniques of managing such projects. The use of computer based tools (e.g., Microsoft Project) and techniques suitable for project management are also key components of this course.

#### **K408 System Security and Risk Management**

This course focuses on managing information assets and the security functions emphasizing on managing security-related risk, as well as the process of developing, implementing, and maintaining organizational policies, standards, procedures, and guidelines as they relate to security. This course also focuses on the knowledge necessary for an organization to prepare for a variety of major disruptions, so that it can survive and continue its daily workflow despite major disruption. Specific topics focus on identifying and evaluating information assets, threats, and vulnerabilities; quantitative and qualitative risk analysis; risk mitigation; residual risk and risk resolution, as they relate to information security; incident response; consideration of the role and implementation of security controls during the process of analysis, design, and development; the application of policy development principles to security risk management; introduction to compliance, as well as the CISSP domains; analyzing and prioritizing risks and determine criticality ratings that are used to determine survival strategies; organizing employees to respond to a major disruption; Disaster Recovery Plan (DRP); and Business Continuity Plan (BCP).

### **K409 E-CRM**

This course examines customer relationship management as a key strategic process within an organization. It will explain what the CRM is, the benefit it provides, how it works and how to implement it. It will show how CRM practices and technologies are used to increase the efficiency of marketing, sales, service objectives throughout the customer life cycle stages of customer acquisition, development and termination. Students learn the analytic approaches to help organizations utilize technologies for making informed business decisions including segmentation, targeting, positioning, forecasting, social network analysis, customer behavior analysis, social advertising using machine learning methods. This course also examines how businesses can leverage IT and digital technologies to find the most valuable customers for an organization and to increase the efficiency in customer acquisition and churn management for business performance maximization.

### **K410 Database Management Systems**

The course focuses on managing the information resources of an organization with a special emphasis on applications to marketing. It teaches students how to analyze the database environment of business enterprises, develop data modeling techniques, design databases, explore relational data models, data warehousing, foundations of understanding the issues involved in building a successful data warehouse, build databases and application programs using contemporary database management software such as MS SQL Server/ORACLE. Specific topics include: database concepts and architecture; data modeling using Entity-Relationship diagrams; the relational data model; the relational algebra; normalization; SQL; SQL interaction with programming interfaces; desktop database packages.

## **F) MARKETING**

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### **M401 Buyer Behavior**

The focus of this course is on understanding current theoretical and methodological approaches to various aspects of buyer behavior such as the psychological principles of buyer, the factors which contribute to their behavior under different situations and how these impact marketing. The contents include consumer research, consumer behavior and marketing strategy across the various value chain partners, internal and external influencers, consumer decision making process and outcomes, organizational buyer behavior and outcomes, evaluation of post-purchase behavior, etc. The course will also draw upon relevant materials from psychology, anthropology, social and behavioral sciences to provide a holistic understanding of buyer decision processes.

#### **M402 Strategic Brand Management**

The main objective of this course is to help students gain understanding about the development, maintenance and nurturing of brand and the concept of brand equity. The focus is on understanding brand and its importance, branding challenges and opportunities and translating these opportunities into brand equity. Brand management topics will focus on product branding, corporate branding, and place branding strategic models and their application. The interrelationship between different elements of the marketing mix and the brand creation process will be explored as will the importance of capturing customer mindset through brand equity management and creation/retention of brand loyalty.

#### **M403 Integrated Marketing Communication**

This course is designed to understand intricacies of Integrated Marketing Communication and its role in creating a brand or any value which comes under the purview of social or business decision process. Core topics covered include the use of ATL, BTL, and TTL communication across a wide spectra of markets along with the implications of IMC under the fourth industrial revolution. The interrelationship between IMC and other elements of the marketing mix will be emphasized, as will the role of IMC in delivering on the business's 'Promise' and 'Positioning'.

#### **M404 Services Marketing**

This course is designed to distinguish service marketing from goods marketing and create an understanding of the nuances involved in delivering quality service, which creates an added level of challenge owing to characteristics such as intangibility and inseparability. The contents include introduction to services, the Gaps model of service quality, customer expectations of service, perceptions of service, service delivery in digital age, etc. Upon completion of the course, students are expected to emerge with an understanding of how service marketing can serve as a strategic tool for building brand equity.

#### **M405 B2B Marketing**

This business-to-business marketing course is designed to provide insight into the nuances of serving businesses as opposed to consumers as the primary target market. Emphasis is given to the appreciation and understanding of the unique challenges inherent in managing and delivering of goods and services under the B2B category both in domestic and global business undertakings. Students are also expected to be able to devise appropriate strategies depending on the nature of the business, which could be classified as public, private, non-government, traditional, online and many others.

#### **M406 Strategic Marketing**

The objective of this course is to develop analytical skills in the formulation and implementation of market-driven strategies for an organization. Competitive marketing

strategies are explored at length in this course and the application of relevant theories to different economic environments is examined. Major topics covered include financial aspects of marketing, marketing mix decisions, opportunity analysis, brand management and strategic portfolio management. Students will also be equipped with practical tools for developing, implementing and evaluating effective marketing strategies and for taking a systematic approach to evaluating marketing strategy.

#### **M407 Relationship Marketing**

This course has been designed to help students comprehend the key principles of relationship marketing and how building relationships and sustaining them is usually more important than activities focused on acquiring them. The course starts by defining relationship marketing along with demonstrating how relationship marketing strategy varies based on product category and socio-cultural context of the target market. The importance of relationship marketing over transaction marketing and its superiority in fostering customer loyalty are emphasized. Core topics include customer lifetime value, measures of customer retention, measures of customer loyalty, development of collaborative relationships with partners in the value network, impact of technology and globalization on relationships, etc.

#### **M408 International Marketing**

This course is designed to introduce students to the basic practices of global marketing and the trend of globalization that is creating new paradigms. The course will also provide a conceptual basis for identifying and analyzing the cultural and environmental uniqueness of any nation or global region. It will also help students comprehend the cultural and other barriers facing international marketers and prescribe pragmatic solutions to overcome these obstacles. Specific topics include the scope and challenges of international and global marketing, the dynamic environment of international trade, cultural dynamics in assessing global markets, political environment, international legal environment, emerging markets, etc.

#### **M409 Innovation and Product Development**

This course is designed to show how the principle and process of developing new goods and services is a source of competitive advantage and how organizations are increasingly dependent on new products as a source of innovation and sustainability. Major topics covered include the product development process, the innovation process and its sources, the business network surrounding product development, the resources involved in product development, strategic approach to innovation and product development and monitoring and control of these two processes.

#### **M410 Cross Cultural Marketing**

The objective of this course is to create knowledge and comprehension regarding the challenges and opportunities created by the diverse and dynamic cultural context of marketing. The course also focuses on how cultures across the globe are getting standardized in certain ways while maintaining a distinct difference within their cultural paradigm. Major topics covered include: managing branding, marketing communication and positioning across cultures; understanding cross cultural norms, values and ethics; adapting the marketing mix based on the cultural context; and development of cross-cultural sensitivity as a marketing philosophy. The course will further address the cultural impact on BOP market and move up the domains of the global market.

#### **M411 Digital Marketing**

This course is designed to foster understanding and appreciation of the digital platforms that are creating new paradigms for marketing managers. It will help in the creation of knowledge for planning, implementation and measurement of digital strategies through different online media, with special emphasis on social media. Moreover, the recent boom of digital platform for marketing communication will be considered, along with the integration of digital platforms with traditional platforms to further strengthen brand equity. A focal point of the course will be to highlight the fundamental elements of any solid social and digital marketing campaign independently as well as a part of integrated marketing communication.

#### **M412 Advertising**

This course develops a framework for managing the advertising function and its integration with other elements of the marketing mix. The analytical models of advertising along with the various types of advertising will be introduced through the course. Major topics covered include: understanding and evaluation of the role of advertising in the communication mix; designing and executing advertising strategies based on client requirements and budgetary constraints; designing effective advertisements for both print and digital media; determining effective and efficient media placement; and measuring return on advertising investment. Legal, ethical and social implications of advertising will also be explored.

#### **M413 Selling and Salesmanship**

This course introduces the importance of selling and the role of the salespeople, both in terms of creation as well as managing of demand for a specific good or service. The course will focus on selling as a demand management philosophy, sales environment, sales technique, sales management and sales monitoring and control. The importance of adopting differentiated selling strategies and salesmanship techniques for the traditional and digital marketplaces will also be highlighted. Legal and ethical issues in selling and salesmanship will be explored, along with the impact of technological evolutions such as growing importance of data analytics, artificial intelligence, and block chain, among others.



#### **M414 Marketing Research**

This course focuses on the critical role and importance of information in marketing. Major topics covered include introduction to marketing research and research design, exploratory research, descriptive research, scaling, sampling, data collection, data analysis and reporting. Upon completion of the course, students are expected to emerge with an understanding of how marketing research can be leveraged to gain in-depth insight into consumers, markets and environments and devise appropriate strategies.

#### **M415 Retail Management**

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, the course covers elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service. The focus is on both online and brick & mortar retailing and the subtle nuances that differentiate each.

#### **M416 Physical Distributions and Value Chain Management**

This course is designed to help students develop a systematic framework for analyzing the behavior of large and complex value chain networks. Major topics covered include: supplies of raw materials and markets for finished goods; tools and techniques for reduction of production, inventory and transportation costs as well as supply lead time; understanding of value chain sourcing; and development of symbiotic relationships with value chain partners based on understanding of their needs and motivations. Ethical and legal aspects of value chain management will be explored, along with emerging topics such as sustainable and green supply chains.

#### **M417 Marketing Analytics**

The course is designed to build understanding of how to drive Marketing Return on Investment (MROI) and Consumer Life-time Value (CLV) with analytics-based marketing strategies. Major topics covered include: analysis of market sizing and competitive trends; pricing and promotion analytics; competitive analysis and market segmentation; analysis of distribution and sales performance; emergence of big data and its impact on marketing. Students will be introduced to multivariate statistical tools such as conjoint, factor, and regression models along with portfolio, communications and brand equity models, among others.

## **G) OPERATIONS AND SUPPLY CHAIN MANAGEMENT**

### **S401 Total Quality Management**

This course describes the basic principles, tools, and methods of lean management and Six Sigma. The course is tailored to help the students understand lean manufacturing in business environment to improve productivity, business resilience, and reduce waste. The course presents a set of core lean management principles, tools, and techniques that are relevant to most manufacturing and service business models. This course also covers how to develop and understand Total Quality Management (TQM) philosophies and frameworks, various tools and techniques of TQM, evaluate the principles of quality management and explain how these principles can be applied within quality management systems and identify the key aspects of the quality improvement cycle.

### **S402 Sourcing and Procurement**

This course discusses strategic sourcing and procurement in supply chains. It covers topics such as total cost of ownership, outsourcing, E-sourcing/auctions, spend analytics, supply contracts and supplier scorecard. This course covers the scope of strategic sourcing and procurement management, business analysis requirements for generating strategic sourcing and procurement requirements, developing sourcing strategies and supplier relationships, using cross-functional category teams for developing sourcing criteria, coordination of procurement processes and evaluation; the procurement contract including design, tender, evaluation and negotiation; decision criteria such as price, service, quality of goods, running costs, technical merit, previous experience, delivery date, cost effectiveness, quality, relevant environmental considerations, aesthetic and functional characteristics, safety, after-sales services, technical assistance and any other relevant matters. Topics will also cover tools and techniques for conducting the procurement process, including request for quote/proposal/tender and e-procurement systems, assessing the results and value for the business from strategic sourcing and procurement decisions.

### **S403 Supply Chain Management**

This course presents innovative strategies and best practices for improving supply chain performance. It introduces a unique framework, using the concept of technology clock speed, for strategically managing and optimizing supply chains. Participants gain a basic understanding of supply chain integration, technology sourcing, make-buy decisions, strategic collaborating and outsourcing, and IT and decision-support systems. The course also describes forces that influence supply chain structure—how supply chain structures change, how supply chain structures and industry structures overlap, and how these structures are affected by the speed of change in a given industry.

#### **S404 Global Supply Chain Logistics**

In this interdisciplinary course, students will gain a multi-faceted perspective on the global dimensions of today's business operations. This course will enable the students to explore the interrelationships between global supply chains, logistics operations, society, and the environment. The study of business operations will be set in the context of social science theories and popular perspectives on the history, geography, structure and ethics of trade. Students will examine the impacts of current trade systems on both production and consumption regions and the human and environmental consequences of trade patterns. Specific topics include global SC design, logistics and sourcing, supply chain inventory models, postponement, supply integration, and contracts.

#### **S405 Supply Chain Project Management**

This course examines the management of complex projects. Specific topics include project teams, project selection, scheduling and budgeting, risk management, and monitoring and control. The course also discusses project management software products, and relationships between these products and the requirements of managing risky projects in today's economic environment. In this course, students will work on a real-life project and apply all the tools for managing the supply chain project to obtain hands-on experience.

#### **S406 Supply Chain Analytics**

This course develops the theoretical foundation to build forecasting models that incorporate both the power of predictive analytics and the trends and autocorrelation patterns identified from historical data. The course will show how to use these models on point-of-sale information to build demand forecasts as an aggregation of models across the enterprise. This course also introduces forecasting methods, deterministic and stochastic inventory models, lot sizing and MRP, JIT, design for logistics, bullwhip effect and other contemporary topics in supply chain.

#### **S407 Operations Management and Business Process Analysis**

This course introduces the basics of operations management: efficient operations and on timely delivery of goods and services. The course content will cover business processes and their components, process analysis concepts and techniques, business process architecture, analyses of process customer requirements, measures of business process performance, diagnosis the health of a business process, and techniques to improve and transform business processes. It also covers topics such as process management and analysis, process flow charting, bottleneck identification, flow-balancing, push vs. pull systems, theory of constraints, queue psychology and queue layout and queue analysis.

#### **S408 Cost Analysis for Managers**

This course teaches participants to analyze the performance of projects, and even entire departments, from a financial perspective; gain a deeper understanding of how resources are allocated throughout an organization; and understand how to leverage cost analysis to position a particular project or department for success. This cost analysis course offers a unique opportunity for program and project managers to learn cost accounting-based management practices and strategies for making smart business decisions that justify outcomes and create value. Whereas financial accounting is used primarily to communicate the overall results for an entire organization to external parties, strategic cost analysis helps a student answer the granular, day-to-day questions: How much does this product cost to make? How should I price this service? How do I use the budgeting process to help me plan better in the first place? How do I evaluate the performance of my employees? The course also includes product costing, activity-based management, flexible budgeting, variance analysis, and performance measurement systems.

#### **S409 Supply Chain Management for Sustainable Business**

This course introduces operational aspects of sustainable supply chains. It focuses on analyzing the implications of environmental considerations in logistics decisions. Topics include carbon footprint, sustainable logistics, closed-loop supply chains, reverse logistics, and sustainable supply chain strategy. It includes a team project that evaluates the sustainable supply chain strategy of an industry or a publicly-traded company. It covers topics on supply chain audit.

#### **S410 Analytics for Operations**

This course focuses on operations management in complex, interconnected, data-driven environments. This course will look into how data and analytics are being used to drive critical operational decisions, reduce costs and complexity and maximize operational efficiencies. Topics include, but are not limited to, process analysis, queuing analysis, yield management, supply chain analysis, data visualization, spreadsheet-based models, simulation, forecasting models etc.

### **CAPSTONE COURSE**

#### **W 450 Business Strategy**

The purpose of this course is to provide a business capstone for the study of the overall functioning of various types of organizations. The course intends to provide the students with a clear understanding of what business strategy is, how it serves as a basis for preparation of the business plan and how it relates to the corporate strategy of the whole organization. This course will highlight the skills needed to analyze business opportunities,

craft innovative business strategy to embrace the complexity & uncertainty that surrounds today's business world. After the completion of this course, the participants will develop innovative & strategic thinking capability. The broad topics include, basics of business strategy: traditional views and shortcomings, strategic situation analysis: internal and external environment, industry analysis: forces that shape strategy (past & present), managing strategy execution: managing recurring failures, building innovative organization; crafting innovative strategy, strategic thinking: dealing with uncertainties and turbulence, complex problem solving & creative decision making, strategy for building global organization: going beyond the border.

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**For further information please contact:**

BBA Program Office (2<sup>nd</sup> Floor)

Institute of Business Administration (IBA)

University of Dhaka, Dhaka 1000, Bangladesh

Phone : +880-2-9663220, Cell : +88 01772-563303

E-mail : [bba@iba-du.edu](mailto:bba@iba-du.edu)

Web : [www.iba-du.edu](http://www.iba-du.edu)