

# The MBA Program

## MBA PROGRAM

The aim of the Master of Business Administration (MBA) program of IBA is to produce leaders and world-class managers who are well-informed and well-equipped with technical, professional, theoretical and academic knowledge to lead the global organizations of the 21<sup>st</sup> century.

IBA has both full-time and part-time MBA programs, which are professional graduate programs to develop skills and judgment in individuals for effective management. The emphasis is on developing a student's ability to evaluate business and organizational situations so that he/she is able to make informed and creative judgment about policy and operational issues. Central to this approach is the development of creativity and reasoning in students, which is essential for every manager regardless of function or level within an organization. A unique educational approach is taken to groom the graduates who enter the institute from diverse academic backgrounds.

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

- Concrete and comprehensive understanding of business and business organizations
- Ability to manage people and understand organizational culture even in the global context
- Use of business analytics and other quantitative and qualitative techniques to make informed and prudent decisions
- Ability to formulate and implement strategy under resource, time and other constraints
- Ability to communicate in the language of senior management and utilize networking skills

### 1.0 ADMISSION

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 into the MBA program (both full-time and part-time) is held annually. Every applicant must fulfill the eligibility requirements laid down by IBA. The eligibility 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 GMAT Test and obtained a minimum 75 percentile may be exempted from the written part of the admission test. However, this minimum qualifying score is set annually by the Academic Committee of IBA.

### 2.0 DEGREE REQUIREMENTS

In order to qualify for the MBA degree, a student has to meet the following requirements:

- Pass all 20 courses individually and maintain a minimum CGPA of 2.50 at the completion of the program;
- Pass the Internship with minimum 'C+' grade; and,
- Complete the program in a maximum of 8 (eight) academic years from the date of admission.

### 3.0 CURRICULUM ADMINISTRATION

#### **3.1 Course Load**

##### **Full -time Students**

A full- time student must register in 5 (five) courses in each semester. However, students may take 6 (six) courses in the final semester or 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.

##### **Part- time Students**

A part-time student must register in 3 (three) courses in the first semester. From the second semester onwards a part-time student may take a minimum of 2 (two), but not more than 3 (three) courses per semester. However, students may take 4 (four) courses in the final semester. In exceptional cases, course load may be relaxed, contingent on the approval of the Academic Committee.

#### **3.2 Change of Status**

A full-time student is eligible to switch to part-time only on the ground of full time job employment. In that case, s/he can apply to change status from second semester onwards by taking the same course load as that of a part-time student. Change of such status will be allowed only if the student has minimum CGPA 2.50. However, s/he must submit valid evidence in support of full-time job placement. No part-time student can change status as full-time student.

#### **3.3 Course Drop or Add**

Course drop/add is allowed subject to taking minimum course load as specified in section 3.1 and within one week from the beginning of the semester. For exceptional cases, permission must be taken from the Academic Committee.

### **3.4 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 15 credit hours, provided that a student has obtained minimum 'B+' grade in the courses intended for transfer. Students seeking transfer must have had similar courses at the same level with at least 80% identical content. Transfer of credit will be considered only after a student enrolls in the program having fulfilled all admission requirements as applicable for regular students. All applications for transfer of credit will be considered by the IBA Equivalence Committee on a case-by-case basis. The Academic Committee will be the final authority to permit transfer of credit hours.

A student who has been granted transfer of credits will be required to complete the remaining credit hours and meet other degree requirements of the MBA program. The transferred credits will not be part of the CGPA. A student, exempted from a course, may take an alternative course of the same level or higher, subject to the approval of the Equivalence Committee within two weeks from the beginning of the semester.

### **3.5 Course Waiver**

5 (five) foundation courses (equivalent to 15 credit hours) may be waived provided the student has obtained at least 'B+' grade(s) in similar course(s) (as specified by IBA Academic Committee) in the bachelors/masters level. However, graduates from institutes other than IBA, University of Dhaka must pass in an exemption test for each course to qualify for waiver.

### **3.6 Semester(s) Withdrawal**

A student may apply for withdrawal from the semester after completion of at least one semester provided that s/he has minimum CGPA of 2.50. Any student having 'I' (Incomplete)/'F' (Fail) grade will not be allowed to withdraw from the semester(s). However, all students must complete the program within 8 (eight) academic years from the date of admission. Withdrawal from the semester is allowed within maximum 12 (twelve) weeks from the beginning of the semester. Any student not registered in any particular semester without taking withdrawal will be considered as discontinued and therefore, dismissed from the program.

### **3.7 Class Attendance**

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

### **3.8 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.

### **3.9 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 a separate 'Handbook of Code of Conduct'.

## **4.0 PERFORMANCE EVALUATION**

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 performances. '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 weeks of grade submission. In case no replacement grade is submitted, the alternate grade initially submitted with 'I' grade will be 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

The variety of coursework in the MBA curriculum contributes to a broad based understanding of business management processes. The pedagogy followed is a mix of case study and real life project based learning along with theoretical and conceptual knowledge. The students are required to work on projects or relevant case studies from the beginning of the semester and relate theoretical knowledge with practical situations.

#### 5.1 Course Structure

Course Category	No. of Courses	Credit Per Course	Total Credits
Foundation	5	3	15
Core	9	3	27
Concentration/Major	4	3	12
Free Elective	1	3	3
Capstone	1	3	3
Internship (Non Credit)	-	-	-
<b>Total</b>			<b>60</b>

##### 5.1.1 Foundation Courses

The MBA Foundation courses are designed to provide accelerated coverage of the knowledge and understanding necessary for students to prepare for the study of business at the graduate level.

No.	Course Code	Course Title	Pre-requisite Course Code
1	A501	Financial Accounting	-
2	C501	Managerial Communication	-
3	K501	Quantitative Analysis for Business Decisions	-
4	L501	Legal Environment of Business	-
5	W501	Management of Organizations	-

##### 5.1.2 Core Courses

The core courses provide students with essential management skills to succeed in any career by focusing on the key areas relating to any business organization.

No.	Course Code	Course Title	Pre-requisite Course Code
1	E501	Managerial Economics	K501
2	A502	Managerial Accounting	A501
3	F501	Financial Theory and Practice	A501, K501
4	H501	Managing People at Work	W501

No.	Course Code	Course Title	Pre-requisite Course Code
5	M501	Marketing Theory and Practice	W501
6	W502	Management Information Systems	W501
7	K502	Business Analytics	K 501
8	P501	Managing Operations and Supply Chain	K501
9	K503	Research Methods	K501

### 5.1.3 Areas of Concentration

Students concentrate on their chosen professional major, which prepares them for their desired careers in business and provides specialized analytical skills for professional advancement. Students can choose one area of concentration from among 7 (seven) different areas. The concentration areas are: Accounting, Finance, Human Resource Management, Information Systems Management, Marketing, Operations and Supply Chain Management, and Sustainable Development. However, the Academic Committee of the Institute may introduce new major area/courses depending on demand from industry and in response to the changing business environment.

A student must take minimum 4 (four) courses from his/her chosen area of concentration. The prerequisites for registration in any of these major courses are successful completion of all foundation courses and major related core course(s) as set by the Academic Committee. In general, the students will complete foundation courses before core courses and will complete area related core course(s) before taking any course from concentration area.

The courses offered in different areas of concentration are listed below. The first 2 (two) courses (Course Code: 601 and 602) from each concentration area are compulsory in order to pursue a major/concentration in that area. However, the Academic Committee may decide to change this list of compulsory major courses from time to time.

#### A) Accounting

No.	Course Code	Course Title
1	A601	Intermediate Accounting
2	A602	Cost Accounting
3	A603	Auditing and Assurance
4	A604	Financial Statement Analysis
5	A605	Strategic Management Accounting
6	A606	Advanced Financial Accounting
7	A607	Accounting for Govt. and Non-Profit Organizations
8	A608	Accounting Theory and Standards
9	A609	Social and Environmental Accounting
10	A610	Forensic Accounting

#### B) Finance

No.	No	Course Title
1	F 601	Corporate Finance
2	F602	Investment Analysis and Portfolio Management
3	F603	Financial Market and Institutions
4	F604	International Financial Management
5	F605	Financial Statement Analysis and Valuation
6	F606	Financial Derivatives
7	F607	Merger, Acquisition, and Private Equity Management
8	F608	Financial Econometrics
9	F609	Alternative Investment Analysis
10	F610	Behavioral Finance
11	F611	Venture Capital and Entrepreneurial Finance
12	F612	FinTech

**C) Human Resource Management**

No.	Course Code	Course Title
1	H 601	Learning and Development
2	H 602	Performance Management
3	H 603	Compensation Management
4	H 604	Human Resource Planning
5	H 605	Labor-Management Relations
6	H 606	Negotiation and Conflict Management
7	H 607	Strategic Human Resource Management
8	H 608	HR Analytics
9	H 609	Management of Change and Diversity
10	H 610	Talent Management in the New Economy
11	H611	Leadership For Excellence

**D) Information Systems Management**

No.	Course Code	Course Title
1	K601	Systems Analysis and Design for Managers
2	K602	E-Business in a Competitive Environment
3	K603	Information Management Strategy
4	K604	Web Design, Development, and Management
5	K605	Computer Programming
6	K606	Management of Digital Innovations
7	K607	Information Systems in Managing Projects
8	K608	Security of Systems in Managing Risks
9	K609	E-CRM
10	K610	Advanced Database Management Systems

**E) Marketing**

No.	Course Code	Course Title
1	M 601	Buyer Behavior
2	M 602	Strategic Brand Management
3	M 603	Integrated Marketing Communication
4	M 604	Services Marketing
5	M 605	B2B Marketing
6	M 606	Strategic Marketing
7	M 607	Relationship Marketing
8	M 608	International Marketing
9	M 609	Innovation and Product Development
10	M 610	Cross Cultural Marketing
11	M 611	Digital Marketing
12	M612	Advertising
13	M613	Selling and Salesmanship
14	M614	Marketing Research
15	M615	Retail Management
16	M616	Physical Distributions and Value Chain Management
17	M617	Marketing Analytics

**F) Operations and Supply Chain Management**

No.	Course Code	Course Title
1	S601	Lean Management, Total Quality, and Six Sigma
2	S602	Strategic Sourcing and Procurement
3	S603	Supply Chain Strategy and Management
4	S604	Global Supply Chain Logistics
5	S605	Managing Supply Chain Projects
6	S606	Forecasting, Inventory Management and Supply Chain Analytics

7	S607	Business Process Modeling and Analysis
8	S608	Strategic Cost Analysis for Managers
9	S609	Sustainable Supply Chain Management
10	S610	Analytics in Operations Management

**G) Sustainable Development**

No.	Course Code	Course Title
1	D601	Economics of Development
2	D602	Global Value Chain and Business Competitiveness
3	D603	Management of Small and Medium Enterprise
4	D604	Entrepreneurship Development for Inclusive Growth
5	D605	Globalization, Technology and Sustainable Development
6	D606	Seminar in Market Development
7	D607	Social Enterprise Management
8	D608	Policy Analysis for Sustainable Development
9	D609	Public Finance and Good Governance
10	D610	Management of Sustainable Development

**5.1.4 Free Elective**

Students may undertake one free elective course from any area of concentration besides his/her chosen area of concentration. Alternatively, s/he can also undertake 5 (five) courses from area of concentration.

**5.1.5 Capstone Course**

This last semester course enables the students to integrate what has been learnt throughout the program. Students must complete all Foundation and Core courses before taking this Capstone course in their last semester.

Course Code	Course Title	Prerequisite Course Code
W650	Strategic Management	All 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 MBA 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 MBA 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. However, part-time students with minimum 6-month full-time work experience may be exempted from organizational attachment. 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.

## **FOUNDATION COURSES**

### **A501 Financial Accounting**

This basic accounting course is designed to equip the students with identifying, recording, interpreting, and communicating the financial information, and thereby using the information in decision-making. The course covers the basic accounting equation; double-entry system; recording process; preparation of financial statements; accounting for current assets (e.g. inventory and account receivables); depreciation methods; disposing and exchange of long term assets; internal control and bank reconciliation statement, and basic analytical techniques of financial statements. This course also covers the conceptual framework of financial reporting including objectives of financial reporting; quality of accounting information; assumption, principles and constraints of accounting practices and standards. Contemporary accounting software will also be introduced and taught in the course.

### **C501 Managerial Communication**

This course introduces interactive oral and interpersonal communication skills important to managers, including: presenting to a hostile audience, running meetings, listening, and contributing to group decision-making. Working in teams, students present a communication topic of their choosing to the class. An individual project challenges students to address a business audience in written and oral forms.

### **K501 Quantitative Analysis for Business Decisions**

This course satisfies the background requirements for quantitative analysis and production management techniques. The course will cover descriptive statistics, inferential statistics, and math models with business applications to analyze management and organizational problems. Specific topics include methods for accessing and describing data, measures of central tendency and variation, probability distributions, estimation, hypothesis testing, regression and correlation, decision theory, linear programming, transportation and assignment models.

### **L501 Legal Environment of Business**

The course includes the following topics of business law: law of contract – agreement, consideration, misrepresentation, void and voidable contracts; sale of goods – discharge, remedies; law of agencies; bailment and pledge; law of carriage of goods; negotiable instruments act; insurance law; company law; labor law – payment of wages, employment and non-employment in factories, shops and establishments, workmen's compensation, industrial disputes, trade unions and CBA, labor courts.

### **W501 Management of Organizations**

The course is an amalgamation of Principles of Management and Organization Behavior. The course provides students opportunity to enhance their understanding of organizational operations and the people who work behind the wheels. Topics include basic functions of management, motivation; perception, values, attitudes; learning; discipline; defensive behaviors; culture; group dynamics; line and staff management; organizational structure; organizational development; committee, departmentation; centralization and decentralization; bases of power etc.

## **CORE COURSES**

### **E501 Managerial Economics**

This course focuses on the economics of business decisions, making extensive use of cases. Topics include basic supply-demand theory and marginal analysis, the structure of decision problems, the impact of the market setting (i.e., competitive, oligopolistic or monopolistic structures) and strategic interactions among firms using game theory. The emphasis throughout is on the use of economic reasoning to solve actual business decision problems. The course also includes computation of national income and product; aggregate supply and demand models; savings, consumption and investment; aggregate levels of production; theory of money and inflation; monetary and fiscal policy.

### **A502 Managerial Accounting**

The aim of this course is to provide an in-depth knowledge on managerial accounting principles and practices so that managerial decision can be taken independently. This course will help student to: (1) identify relevant information for managerial decisions; (2) analyze these information; and (3) finally, take appropriate decisions for implementation in practice. The course deals with concept of cost element; cost classification; cost behavior; variable and absorption costing; job order and process costing; activity based costing; cost volume profit analysis; planning and budgeting; flexible budget; variance analysis; segment reporting; transfer pricing; and relevant cost items in decision making.

### **F501 Financial Theory and Practice**

The objective of this course is to provide an overview of the financial management function. The content includes discussion about the different forms of ownership, appropriate goals of organizations, time value concept, security valuation techniques, financial planning and forecasting methods, and management of short-term resources, risk-return concepts, capital budgeting techniques, sources of finance, cost of capital, dividend policy and capital structure. Ethical considerations and management in the global context are integrated into these topics. On completion of the course, students



are expected to be able to see and evaluate the important activities of any organization from the financial management purview and appreciate the overarching cross-functional role of financial management.

### **H501 Managing People at Work**

Winning the war of talent will be the biggest challenge for managers around the globe in the upcoming decade. Locating, attracting, hiring and retaining the most suitable employees are most significant activities of managers. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment. Students are introduced to the management of an organization's workforce through the design and implementation of effective human resources policies and procedures. Topics include the need for human resources management and its growing professionalism; human resource planning including job design and analysis; recruitment and selection; compensation; employee development; workplace health and safety; and employee relations.

### **M 501 Marketing Theory and Practice**

The main objective of this course is to provide students a broad overview and understanding of the marketing function in an organization. The content includes defining marketing and its process, company and the marketing strategy, analysis of marketing environment, managing marketing information to get insights, consumer markets and business market and buyer behavior in different markets, tapping into global market, the new customer path, industry archetype and best practices, developing customer driven marketing strategy, products, services and brands, addressing competition and driving growth, new product development and managing product life cycle (PLC), strategies in different stages of PLC, pricing strategies, managing marketing channels, retailing and wholesaling, integrated marketing communication (IMC), advertising, public relations, personal selling and sales promotion, direct, online and social media marketing, permission marketing, the power shift to connected consumers, the paradoxes of marketing to connected customers, the influential digital subscribers, creating competitive advantage, understanding global marketplace, sustainable marketing and social responsibility, managing a holistic marketing organization for the long run. Moreover, relevant case studies, recent event and development of marketing activities are integral part of this course.

### **W502 Management Information Systems**

The course provides a foundation in the theory and practical application of information systems within an organization. This course is designed to enable students to assess the opportunities and problems that managers in organisations face as they attempt to use these IT applications to add value to their businesses. Topics include Information Systems Concepts and Terminology; Current Issues and Trends; E-Business and E-Commerce; Impact of Technology on Organizations; Managers and Users; Ethical, Social and Global Issues; Decision Support Systems; Executive Information Systems; Information Systems in Business Functional Areas of Marketing, Finance, Production and Human Resources; Problem-Solving Approach and Decision Making.

### **K502 Business Analytics**

This course is designed to aid the students in understanding what has happened in the past in a firm (descriptive analytics), using past data to predict what is going to happen in the future (predictive analytics), and helping to determine the best course of action to take (prescriptive analytics). The contents of the course include: combining statistical modeling and computer techniques to help make principled decisions in the context of business, building computer-based statistical models as aids in business problem solving, analyzing case studies using multiple regression, analysis of variance, time series forecasting methods, and survey sampling. Emphasis is placed on current computer-based statistical methods and business applications.

### **P501 Managing Operations and Supply Chain**

This course is designed to prepare students for eventual participation as managers or specialists in the operations activity of industrial and service systems. The topics included in this course are strategic planning and optimized design of the location, transportation, and internal and external flows (Supply Chain Management and Demand Chain Management); models and methods of decision analysis in product development, sourcing and supplier strategies, outsourcing, strategic alliances, inventory management, and forecasting. Mathematical models for inventory optimization demand planning; and project planning will also be introduced in this course.

### **K503 Research Methods**

This core course presents an applied and directed overview of the research process, directly linked to the real life scenario. Every stage of the research process examines with an emphasis on presenting strategies to assist you meet the practical, epistemological and methodological challenges inherent in conducting research. The module covers orientation to current applied organizational research processes; basic, applied and business research; standards of assessment in business research projects; recent trends of applied organizational research; research related technologies; and applied research statistics.

## AREA OF CONCENTRATION (MAJOR) COURSES

### A) ACCOUNTING

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#### **A601: Intermediate Accounting**

This course begins with a rigorous review of the concepts, principles, measurements and accounting process, acquired in the introductory level. This foundation is subsequently built upon on topic specific bases; accounting for current assets, current liabilities, non-current assets, intangible assets including impairment of non current assets, long term liabilities, and owner's equity, accounting for lease and accounting policies, changes and errors. This course also covers income and expense recognition applications in diverse and complex business situations, implication in tax expense through different accounting practices. These topics are continuously incorporated into an increasingly complex accounting module with the culmination (preparation, presentation and disclosures) of the financial statements (Income Statement, Balance Sheet, Retained Earnings, and Statement of Cash Flows). The implication of the IFRS is discussed with each topic and its application. The students will also be exposed practically to any accounting information system in order to provide them with an understanding of how the accounting cycle works.

#### **A602: 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; and statement of cost of production.

#### **A603: Auditing and Assurance**

The course deals with principles/introduction of auditing, auditor's 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 also 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; and the personal qualities of an assurance provider.

#### **A604: Financial Statement Analysis and Valuation**

This is a key course for finance major students. 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. Brief discussion on interpretation of annual reports, prospectus, real case studies, merger valuation and equity research analysis are also suggested.

#### **A605: 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 these 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.

#### **A606: Advanced Financial Accounting**

This is an advanced level course dealing with topics such as 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 Amalgamation Partnership Firms Accounting and Valuation of Goodwill.

#### **A607: 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 organization is also included.

### **A608: Accounting Theory and Standards**

This course focuses elaborately on accounting conceptual framework 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).

### **A609: Social and Environmental Accounting**

The objective of this course will be to understand 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, rationales of organizations for 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 them in a number of contexts, for example, accounting and society, accountability and sustainability.

### **A610: 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, loss 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 fraudulent 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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### **F 601 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.

### **F602 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 suggested.

### **F 603 Financial Market 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 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.

### **F 604 International Financial Management**

This course provides an understanding of the nuances of making investment and financing decisions across borders, with a major focus on the opportunities and challenges arising from differences in exchange rates, interest rates, risk and other macroeconomic variables across economies. Strategies for dealing with such unique opportunities/threats by using hedging to insulate the business's exchange rate exposure will be examined in detail. Also, the manner in which capital budgeting, cost of capital, working capital management and overall financial management differ for a multinational and a purely local firm will be considered, with the goal of enabling students to evaluate the feasibility of potential international projects from

the perspective of wealth maximization. Core topics to be covered include but not limited to the theories of international trade and motives for FDI, balance of payments: components and country perspective, exchange rate determination, international money markets, bond markets and derivatives markets, international arbitrage and interest rate parity, purchasing power parity, international fisher effect and exchange rate determination, evaluating transaction, economic and translation exposure, managing transaction, economic and translation exposure, multinational capital budgeting and multinational cost of capital. Contemporary cases on global financial crises and scandals will be discussed elaborately to understand the impact of the theoretical framework.

#### **F605 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. Brief discussion on interpretation of annual reports, prospectus, real case studies, and merger valuation and equity research analysis are also suggested.

#### **F606 Financial Derivatives**

The purpose of the course is to familiarize the students with different types of derivative securities like options, futures, forward, and swap. This course provides a comprehensive analysis on the properties of derivative securities and a theoretical framework within which the derivatives can be valued and hedged. The topics to be covered in this course include futures, forward, swap, and option contracts, their nature and features, valuation of options, futures and swap, 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 in this course. Value at risk model, hedging, and risk management of derivative securities will be discussed in this course. A thorough analysis on real case studies about uses of different derivatives and associated risks will be done.

#### **F607 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 other topics will be covered in this course.

#### **F608 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 on the application of financial econometrics in the form of testing form of market efficiency, event study, prediction asset returns, analysis of various macroeconomic factors etc. While doing the course the students will become familiarized with popular and contemporary statistical packages like SPSS, STATA, EVIEWS, R, and others.

#### **F 609 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 in hedge funds, private equity, bit coins, venture capital funds, real estate, commodities, art and wine, either directly or through funds of funds. Risk, return, and market characteristics of these alternative investment vehicles will be covered in this course.

#### **F 610 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 the 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.

#### **F611 Venture Capital and Entrepreneurial Finance**

This course aims to create an understanding of what venture capital is, what do venture capitalists do, how 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 i.e.,

assessing opportunities, valuing ventures, negotiating and structuring investments, managing investments, and exiting. This course will cater 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.

### **F612 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) HUMAN RESOURCE MANAGEMENT**

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### **H601 Learning and Development**

Learning and development refers to the imparting of specific skills, abilities, and knowledge to an employee. Formal definitions of learning and development suggest that it is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Employee development is another way to fill open positions with competent people. An alternative to recruiting, it prepares people who are already a part of the organization to step into vacancies as they occur.

### **H602 Performance Management**

Performance management is an ongoing process of communication that occurs throughout the year between a supervisor and an employee, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results. The aim of this course is to understand the overall framework of performance – as a system, as a tool and mostly, as a culture. The course will cover the planning framework, job analysis and design, performance analysis and the rating process, feedback and performance review discussion, team performance and other HR decisions related to performance management.

### **H603 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. Organizations need competent individuals who not only have the ability but also have the motivation for high level of performance and loyalty. Such behaviors are manifested with the aid of appropriate organizational rewards. This course examines the full range of compensation topics starting from the design of pay structure to how compensation systems impact productivity, equity, recruitment etc. through various rewards and benefit schemes aimed at employee motivation. The aim of this course is to give the students a well-rounded understanding of compensation management – its evolution and development, processes and structures coupled with its relevance to organization culture and in particular, to performance management in the organization.

### **H604 Human Resource Planning**

Human resource planning is a process that identifies current and future human resource needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. This course will explain how this aspect links the human resource function to the organization's mission, goals, objectives and strategies. Through this offering, students will be taught the process of determining human resource requirements and formulating goals, objectives and strategies. This means students will learn to be forward-looking and anticipate future human resource requirements, and develop plans and strategies to meet them. As such, students will be able to develop and analyze alternative human resource strategies and critically assess their relationship to the operational and strategic plans of the organization.

### **H605 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. The field is an outgrowth of the industrial revolution, whose excesses led to the emergence of trade unions to represent workers and to the development of collective labor relations. A labor or industrial relations system reflects the interaction between the main actors in it: the state, the employer (or employers or an employers' association), trade unions and employees (who may participate or not in unions and other bodies affording workers' representation). The goal of this course is to make better decisions keeping all these stakeholders in mind.

### **H606 Negotiation and Conflict Management**

Negotiation refers to the process of interacting in order to advance individual interests through joint action. In the ever changing environment of modern business, firms start and grow by virtue of successful negotiations and by developing long term relationships among two, three, or more parties involved, either directly or indirectly, in various business

processes. By the same token, such relationships can break down due to ineffective negotiation behavior and conflict management approaches. Such breakdowns can also occur because of misunderstandings and misperceptions of the other parties' positions and interests. As students will learn in this course, negotiation, conflict resolution, and relationship management are complex processes. Successful practitioners possess and apply a blend of perceptual, persuasive, analytical, and interpersonal skills that students will examine carefully in this course.

#### **H607 Strategic Human Resource Management**

Strategic Human Resource Management is the connection between a company's human resources and its strategies, objectives and goals. Strategic human resource management goes beyond traditional HR to proactively drive ROI and long-term business success. The aim of strategic HRM is to advance flexibility, innovation and competitive advantage. The students will learn to accommodate the HR issues in the framework of the overall business environment to gain better understanding of the highest utilization of employee potential.

#### **H608 HR Analytics**

The world today is more intricately linked with automation and digitization. Organizations are now, more than ever, adapting to the external environmental pressure, and their need for innovation within, by evolving in the way they do business. HR analytics encompasses identifying, measuring and drawing connections between the objectives and outcomes of different programs. The goal is to understand how to effectively manage human resources in order to reach business objectives. The course is designed to help students understand the key aspects of employee data, their metrics and linkages to meet business goals. The course covers the evolution and importance of HR analytics; design and implementation of HR metrics; HR scorecard; linkage to business drivers, such as metrics for talent acquisition, development, performance management, compensation etc. Students will also learn to analyze these people related data using statistical tools.

#### **H609 Management of Change and Diversity**

The aim of this course is to create a foundation, based on which, aspiring/practicing managers can leverage diversity and deal with change, thereby contributing to organizational evolution and effectiveness. In recognition of the growing interconnectedness of the world, a primary focus of the course will be on helping students to envisage strategies for forming teams of diverse individuals to achieve synergy, designing organizational policies that are ethically consistent with diversity issues and developing global leadership skills. A parallel objective is to familiarize students with the change process and strategies for not only implementing change, but also sustaining it for long run effectiveness. The course will also strive to equip students with the mindset needed to stimulate change by acting as change agents and strategies for getting organizational members on board to take ownership of change.

#### **H610 Talent Management in the New Economy**

As the world ushers in the fourth industrial revolution, organizations will need employees whose skillset and competencies are compatible with the "new economy" as well as the ability to adapt and develop themselves in line with technology. The aim of this course will be to create an understanding among aspiring/practicing managers about the demands placed by these trends on human resource management processes such as training and development, leadership, compensation management, and human resource planning. The role that can and should be played by managers in preparing their organizations for the challenges of the new economy will be highlighted with a key focus on the area of talent development and retention.

#### **H611 Leadership For Excellence**

Leadership is the ability and willingness to take ownership of the organization (or the component of the organization that one is charged with managing), combined with an intrinsic drive to do what is best for the organization. This course is designed to help the students gain personal insights into the leadership style and learn the tools and techniques required to become an inspiring leader. It is meant for those who wish to better understand and further develop their potential and inclination to lead others. The course is based on the premise that leadership is not a genetic inheritance. It's a skill to acquire and master. This course will provide students with a framework for that skill and an outline for that journey. With progression in career, one often needs multiple and often conflicting constituencies on board to follow one's vision. But unless one leads, others will not follow. This course will help students hone some of the essential self-reflective skills needed in order to give form and substance to such vision.

### **D) INFORMATION SYSTEMS MANAGEMENT**

#### **K601 Systems Analysis and Design for Managers**

This course covers different aspects of systems analysis and design with an emphasis upon teaching a wide range of modeling tools and techniques. Specific topics include but not limited to: software development environment, project management, project initiation and planning, determining requirements, process modeling, data flow diagrams (DFDs) and cases, logic modeling, 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.

### **K602 E-Business in a Competitive Environment**

The course covers the concepts, technologies and tools necessary for designing and implementing information systems that support e-business and e-commerce initiatives in the competitive business environment. 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 managing interactive web sites to enhance usability. In addition to learning advanced skills for electronic business opportunities and creating a presence in the online marketplace, the student reexamines processes of businesses in cyberspace. The course also focuses on how latest technologies like Internet of Things (IOT) can change the business eco system and how to respond.

### **K603 Information Management Strategy**

The overall aim of the course is to develop an understanding of the role of information technology in business. Besides supplying fundamental knowledge on the basics of information technology (IT) two specific perspectives are addressed in detail: IT as an enabler (changing the business) and IT as a resource (managing IT). After completing the course, students should be able to understand the main technological components and trends in IT, be aware of the main theories about the use of IT applications in business, explain how IT can change a company's operations, products, management practice and organization, develop integrated management ideas for aligning business and IT strategy, IT project selection and sourcing, and project management.

### **K604 Web Design, Development and Management**

The course teaches you how to design and publish websites. General topics include website development; essentials (such as the site development process, customer expectations, and ethical and legal issues in web development); Web design elements (such as aesthetics, the site user's experience, navigation, usability and accessibility); extensible HTML [XHTML] and extended technologies, image files, GUI site development applications, site publishing and maintenance and Advanced Web Technologies. This course will also teach how to manage the website development process. Students will learn about new technologies and traditional strategies involving the web designer job role. Throughout this course, students will learn how websites are developed as managed projects; relate website development to business goals, and apply guidelines for user accessibility to website development. Students will also consider site design from several perspectives.

### **K605 Computer Programming**

Computer Programming is a course to the automated processing of information, including computer programming. This course gives students the conceptual background necessary to understand and construct programs, including the ability to specify computations, understand evaluation models, and utilize major constructs such as functions and procedures, data storage, conditionals, recursion and looping. At the end of this course, students should be able to read and write small programs in the language of Java in response to a given problem or scenario, preparing them to continue on to computer programming. The knowledge and skills acquired and practiced will enable students to successfully perform and interact in a technology-driven society. Students enhance reading, writing, computing, communication, and reasoning skills and apply them to the information technology environment.

### **K606 Management of Digital Innovations**

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. The course covers the Internet of Things (IoT), big data, 3D printing, artificial intelligence (AI), self-service technologies, cloud computing, data mining and analysis and social media enabled business process. More specifically, it includes 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, and 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.

### **K607 Information Systems in Managing Projects**

The objective of this course is to develop the students' understanding of the issues involved in managing Information Systems projects. The course imparts practical knowledge of the skills and techniques used to manage information systems projects. The success of many organizations depends on their ability to harness the power of information technology, but many information systems implemented by organizations either fail completely or do not live up to their potential. Organizations are recognizing that it is many of the "behind the scenes" activities that result in a successful information system and are investing in project managers and their education. Project managers need many skills above and beyond the technical skills required to implement information systems. Management of time, scope and cost are vital, as are the "soft" skills of managing the team and communicating with the stakeholders.

### **K608 Security of Systems and Managing Risks**

By taking this course, students will gain an overview of Information Assurance (IA) from the view of a Chief Information Security Officer (CISO). Information security and risk management will teach students the latest management tools and approaches for securing vital organization information, preparing students to find a direction that will allow students eventually to assume information security responsibilities. Students will learn what technologies and practices keep information secure, as well as how to engage the people side of information security, equipping students with the latest methods and best practices they can apply immediately at the workplace. 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 disruptions. 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 determining criticality ratings; organizing employees to respond to a major disruption; disaster recovery; and business continuity plan.

### **K609 E-CRM**

E-CRM is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. These efforts envisage facilitating better customer interactions and greater understanding about customers; thus helps an organization build competitive advantages. This course plans to impart a sound introduction to CRM, a comprehensive understanding of the processes involved, strong understanding of software components in different CRM systems, and practical applications of CRM in different sectors. As the course is targeted to students of rural management, it includes practical examples with strong lineage to rural planning and development.

### **K610 Advanced Database Management Systems**

This module aims to give students in depth information about system implementation techniques, data storage, representing data elements, database system architecture, the system catalog, query processing and optimization, transaction processing concepts, concurrency control techniques, database recovery techniques, database security and authorization, enhanced data models for advanced applications, temporal databases, deductive databases, database technology for decision support systems, distributed databases and client server architecture, advanced database concepts, and emerging technologies and applications.

## **E) MARKETING**

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### **M 601 Buyer Behavior**

The main objective of this course is to understand the psychological principles of buyers, the factors which contribute to their behavior under different situations and translate the learning into effective marketing decisions. 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 pedagogy will focus on lectures, experiential learning through projects, and case-based learning. Focus will be both local and global.

### **M 602 Strategic Brand Management**

The main objective of this course is to help students gain understanding about the development, maintenance and nurturing of brands 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 topics will also cover how marketing mix decisions influence the brand creation process through making and delivering of brand promise.

### **M 603 Integrated Marketing Communication**

The course is designed to understand in-depth 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. The content focuses on answering the question of how IMC touches the rest of the marketing mix in creating brand equity. More specifically, the role of IMC in delivering 'Promise' and 'Positioning' statement will be the fundamental foundation of this IMC course. Related IMC models utilized for measuring IMC efficiency and effectiveness will also be introduced. The strategic focus of ATL, BTL, and TTL across all markets along with the implications of IMC under the fourth industrial revolution (digital and space) will also be discussed.

### **M 604 Services Marketing**

This Services Marketing course is designed to provide an introduction into the area of Service Marketing. Emphasis is given to the appreciation and understanding of the unique challenges inherent in managing and delivering quality services as part of the product spectrum, differentiating it from goods marketing. The content includes defining introduction to Services, the Gaps Model of Service Quality, Customer Expectations of Service, Consumer Perceptions of Service,



additional dimensions of services mix, measuring of services quality, service delivery in digital age, etc. The primary focus is to assert how service marketing, as a strategic decision, strengthens brand equity as a whole.

#### **M 605 B2B Marketing**

This Business-to-Business (B2B) Marketing course is designed as a major course to provide insight into the area of business goods and services marketing. The focus of business could be pure businesses with profit intent, government, or trade-oriented companies operating under both online and typical brick and mortar models. Emphasis is given to the appreciation and understanding of the unique challenges inherent in managing and delivering of goods and services under the B2B business model both in domestic and global business undertakings.

#### **M 606 Strategic Marketing**

The objective of this course is to develop analytical skills in the formulation and implementation of market-driven strategies for an organization. The course will focus on issues of building strategic marketing decisions based on financial aspects of marketing, marketing mix decision, opportunity analysis, brand management, strategic portfolio management with an intent of creating differentiation in a competitive scenario. The course will emphasize on the use of various analytical tools for measuring and designing an efficient strategic model.

#### **M 607 Relationship Marketing**

This course has been designed to help 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 is exhaustive in its approach and thus starts with defining relationship marketing along with the basic philosophy of relationships and social and cultural development of societies. It shows how relationship marketing strategy varies with the type of market and category of products and highlights the importance of relationship marketing over transaction marketing. Customer lifetime value, measures of customer retention, managing customer database, customer loyalty measures, identifying partners in value network, importance of supplier and partner relationship, customer service via technology, impact of technology and globalization on relationship, etc. are also covered.

#### **M 608 International Marketing**

This course is designed to introduce students to the basic as well as advanced practices of global marketing and to provide a practical framework for understanding the trend of globalization that is dominating the world's economic news. This course will address the global issues and describe international business procedures and concepts relevant to all global marketers, regardless of the extent of their international involvement. This course will also provide an approach and framework for identifying and analyzing the important cultural and environmental uniqueness of any nation or global region. This course will help understand the cultural and other barriers facing international marketers and prescribe pragmatic solutions to overcome these obstacles. More specifically, the objectives of this course are to cover 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.

#### **M 609 Innovation and Product Development**

The 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. This course is designed for students interested in learning best practices used to innovate new ideas to develop new products and services as well as the factors that influence success and failure at each stage of development. The course is focused on exposing students to industry best practices in product as well as process development as a distinct business model. The purpose of creating value and competitive advantage and developing decision-making ability as economies move from being underdeveloped to developed is also stressed.

#### **M 610 Cross Cultural Marketing**

The objective of the course is to give students knowledge and comprehension for realizing the relevance of culture to marketing and the strategic opportunities and challenges arising in culturally diverse and dynamic contexts. The course also focuses on how culture across the globe is getting standardized in certain ways while maintaining a distinct difference within their cultural paradigm. The course inculcates competencies to identify and adopt a cultural approach to marketing that takes into account the complexity of the culture concept as well as aid in designing distinct differences within the same category of product while focusing on cultural differences as a value parameter. This course will further address the cultural impact on BOP market and move up the domains of the global market. The integration of local parameters in a global marketing environment, marketing decisions for the intercultural environment, and intercultural marketing communications will also be covered.

#### **M 611 Digital Marketing**

This course is designed for the students to accelerate their understanding and appreciation towards the digital platforms that are changing the context of social media both as a platform as well as the influence of the digital platform on redefining the marketing mix. This course will help creation of knowledge for planning, implementation or measurement of digital strategies through media, particularly social media. Moreover, the recent boom of digital platform for marketing

communication discipline will also be considered and demonstrate how the digital platform can integrate with the traditional platform to further strengthen the brand equity. This course is intended to bring to focus the fundamental elements of any solid social and digital marketing campaign independently as well as a part of marketing communication. Moreover, the impact of digital platform as part of strategic decision making within the discipline of marketing is stressed.

### **M 612 Advertising**

The course provides a balanced analysis of advertising strategy and execution. It develops a framework for managing the advertising function and its integration with other elements of the marketing mix. The course is designed to first appreciate and understand the distinct difference between business communication and marketing communications and how one is related to the other. In addition, the analytical models of advertising along with the various types of advertising will be introduced. The course will also introduce communication planning and measurements along with the financial implications of advertising decision making. The course will look at how advertising decisions are modified for the same category as they are positioned in various cultures.

### **M 613 Selling and Salesmanship**

This course introduces the importance of selling and the role of the sales people, both in terms of creation as well as managing of demand for a specific good or service. The subject shows how businesses of today can utilize the selling effort both online as well as offline using consumer value driven mechanisms for maximizing the bottom line operations using profit as well as efficiency and productivity driven strategies. This course will focus on selling as a demand management philosophy, sales environment, sales technique, sales management and sales monitoring and control. The role of technology in managing sales more efficiently with specific focus on data analytics, artificial intelligence, and block-chain will also be covered. Legal and ethical issues in selling and salesmanship will also be introduced.

### **M 614 Marketing Research**

This course focuses on the critical role and importance of information in marketing. It covers the fundamental concepts of marketing research in traditional and digital environments and examines how these can be used to assist companies in their decision-making. Students gain an understanding of marketing research and its value in analyzing consumers, markets, and the environment. Topics include an overview of market research and research design, exploratory research; descriptive research; scaling; sampling; and data analysis and reporting.

### **M 615 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 the 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 and design and customer service. The focus is on both online and brick and mortar retailing. Since a large chunk of online retailing involves inventory management, a special focus is also given to inventory management.

### **M 616 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. The focus is to understand the relationship and motivations of suppliers and distributors to ensure a win-win strategy to create free flow of goods and services with the intent of maximizing customer benefit. The course content includes supplies of raw materials and markets for finished goods, discovery of state of the art technologies and approaches that reduce production, inventory, and transportation costs as well as supply lead time, understanding of value chain sourcing, tax planning, and trade management issues in global context for global trade, discovery of emerging IT innovations, understanding of export controls, sanctions and ethical laws, understand sustainable and green supply chains, economic and political trends in Asia, explore supply chain “Good Governance” practices regarding internal and external risk environments etc.

### **M 617 Marketing Analytics**

The course is designed to build understanding of how to drive companies’ Marketing Return on Investment (MROI) and Consumer Life-time Value (CLV) with analytics-based marketing strategies. The course focuses on issues related to applications of analytics tools and techniques to real world problems and scenarios, analysis of market sizing and competitive trends, price and promotion analytics, competitive analysis and market segmentation, analysis of distribution and sales performance etc. The use of tools for data analytics for critical and common marketing engineering questions will also be introduced. These may include multivariate statistical tools such as conjoint, factor, and regression models along with marketing engineering analytics such as portfolio, communications, brand equity, and models. In addition, consumer big data analytics will be a major focus.

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

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### **S601 Lean Management, Total Quality and Six Sigma**

This course describes the basic principles, tools, and methods of Lean and Six Sigma and discusses its implementation in a variety of settings and shows how to apply them in real supply chains. The course is tailored to help the students implement lean manufacturing in business environment to improve productivity, business resilience, and reduce waste. In particular, the course offers enough knowledge on lean management so that managers can make fully informed decisions about whether or not to adopt lean management, what lean techniques or tools are relevant to their particular environments, and the additional steps that might be necessary to implement lean management in their specific environment. 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.

### **S602 Strategic 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: design, tender, evaluation and negotiation; decision criteria, e.g. 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. Cost is a major factor in contracts for goods and services but there are many others such as customer service and support, delivery, selection, environmental sustainability and corporate social responsibility, tools and techniques for conducting the procurement process, including request for quote/proposal/tender and e-procurement systems, and assessment of the results and value for the business from strategic sourcing and procurement decisions.

### **S 603 Supply Chain Strategy and 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 deeper 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. The course also aims to show how to integrate supply chain design with product and process development, how to connect supply chain design with supply chain management and logistics and supply chains in the age of e-business.

### **S604 Global Supply Chain Logistics**

Global supply chains interact with all facets of business and society. In this interdisciplinary course, students will gain a multi-faceted perspective on the global dimensions of today's business operations. Students will 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. The course discusses the interrelation between supply chain management and product design.

### **S605 Managing Supply Chain Projects**

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 (PM) 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 learn a hands on experience.

### **S606 Forecasting, Inventory Management, and Supply Chain Analytics**

The course first 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. Second, 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. The course will also discuss the use of predictive dynamic models for aggregate supply chain planning and for local distribution decision making as well as to influence and shape demand. This course 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.

#### **S607 Business Process Modeling and Analysis**

This course introduces operations management, efficient operations, and on time delivery of goods and services. The course will cover business processes and their components, process analysis concepts and techniques, processes using Business Process Modelling Notation (BPMN), business process architecture, analyses of process customer requirements, measures of business process performance, diagnosis of the health of a business process, and process improvement techniques to transform business processes. It 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.

#### **S608 Strategic Cost Analysis for Managers**

This course teaches participants to learn 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 budget 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.

#### **S609 Sustainable Supply Chain Management**

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.

#### **S610 Analytics in Operations Management**

This course focuses on operations management in complex, interconnected, data-driven environments. Operations management makes trade-off decisions with respect to quality, cost, and time in the acquisition, development, and utilization of resources that firms need to deliver the goods and services. 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 covered may include, but not limited to, process analysis, queuing analysis, yield management, supply chain analysis, data visualization, spreadsheet-based models, simulation, forecasting models etc.

### **G) SUSTAINABLE DEVELOPMENT**

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#### **D601 Economics of Development**

This course provides a basic foundation to the study of the theory of economic development and growth. It deals primarily with three core issues: (i) examination of the concept and measurement of development both from historical and modern perspectives, (ii) exploration of the experience of development, with special reference to poverty, inequality and population challenges faced by the developing countries, and (iii) discussion of early growth and development theories, the neoclassical counterrevolution and modern thoughts and, approaches to growth and development. In addition, the course also covers issues such as microfinance and micro-enterprise, investment in human capital development (health and education), and empowerment of the base of the pyramid communities and women.

#### **D602 Global Value Chain and Business Competitiveness**

Underscoring the importance of the study of global value chains (GVC) for business competitiveness and sustainable development, this course introduces the concept of GVC framework and its evolution as an international trade and development discourse. The course also examines strategic importance of GVC analysis both from business and development perspectives. In so doing, a good number of practical projects (industry case analysis) is performed and reviewed in order for the students to comprehend the true value of global value chain framework and to understand the reasons for the popularity of the framework among business strategists, development activists and policy makers. The course covers, among other things, the dimensions of GVC analysis, GVC governance vis-à-vis competition-collaboration dynamics, participation of emerging economy enterprises into GVCs, industrial upgrading and business expansion strategies of larger companies etc. In addition, the course also examines application of GVC framework in sustainable development policy process.

#### **D603 Management of Small and Medium Enterprise**

This competency-based course trains students in administration of small and medium enterprises (SMEs). This course covers such topics as legal formation and ownership, SME financing, SME marketing, HR management in SMEs, supply chain management in SMEs, SMEs' integration into global, regional, and national value chains, capturing government's fiscal and financial incentive by SMEs, patent and IPR management, management of scale-up and acceleration challenges of SMEs, SME strategies for competing with large businesses/conglomerates, ethics in competition etc.

#### **D604 Entrepreneurship Development for Inclusive Growth**

The course revolves around five core modules: (i) understanding of the importance of entrepreneurship as a tool for development and the role of business ecosystem in the development of entrepreneurship, (ii) concepts and principles of innovation and entrepreneurship, (iii) personal traits, capabilities and skills required to assume any entrepreneurial role, (iv) development of sound business model and business plan for translating opportunities into entrepreneurial start-ups, and (v) the role of government in the promotion of entrepreneurship for sustainable and inclusive development. The course also addresses such issues as incubation needs and the importance of start-ups' social networking capital.

#### **D605 Globalization, Technology and Sustainable Development**

This course explores dimensions of sustainability as they relate to technological clock-speed 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.

#### **D606 Seminar in Market and Development**

This seminar is about innovative market-led solutions to development challenges and opportunities. The idea behind this philosophy is originated primarily from two issues: (i) rational use of tax-payers' money, and (ii) sustainability of public interventions for socio-economic development. The course deals with the conceptual underpinning (i.e. the business case) for the market to address certain development priorities. It also involves review of a series of projects and case studies – both real-life and/or fictionalized. At the end, the students are expected to be able to craft innovative market-based solutions for development, along with proper implementation action plan and monitoring and result measurement framework.

#### **D607 Social Enterprise Management**

The purpose of this course is to introduce students to the history, theory, and emerging thoughts and models of social entrepreneurship around the world. The course focuses on management skills required for designing business models for social enterprises, scaling social enterprises, and managing social performance and social impact. The historical paradigm of social enterprise management, along with the inclusive nature of the social enterprise model, is also discussed. The course also focuses on how social enterprise model offers strategic direction for both small enterprises and larger corporations.

#### **D608 Policy Analysis for Sustainable Development**

Viewing sustainable development with an interdisciplinary spectacle, the course strives to equip tomorrow's policy analysts with a thorough understanding of public policy process, rationale for public policy interventions (involving, for example, market failures and distributional inequity), ethical issues in policy analysis and policy making, and limits to public policy interventions. It also deals with crafting solutions for public policy problems, performing benefit-cost analysis, designing strategies for sound policy adoption and implementation under different organizational setting and governance regime. In this course, issues pertinent to sustainable development agenda are the primary point of convergence.

#### **D609 Public Finance and Good Governance**

This course is designed to help students explore the hard technical requirements involving the full budget cycle in modern public finance systems in one hand, and investigate the need for soft institutional and organizational factors that promote good governance on the other. The course deals with, among other things, such issues as budget preparation, budget execution, financial management and reporting, management of bi- and multi-lateral funding, management of internal revenue, cash and debt management systems, extra budgetary and parastatal revenue and expenditures etc. It also deals with systems, structures, and mechanisms that facilitate good governance in the public sector.

#### **D610 Management of Sustainable Development**

This course explores why and how nations and institutions – individually and collectively – design and implement development agenda with sustainability at the core. The course is built around three major building blocks: (i) an exploration of how a multilateral agency such as the United Nations is linked to the sustainable development agenda of nations and organizations. (ii) an introduction to key conceptual and practical aspects of sustainable development, including the Agenda 2030, and (iii) reviews and case studies on localization of global sustainable development agenda and implementation thereof. The course also sheds light on how the sustainable development goals serve as a unique strategic agenda for long-term sustainability of companies and nations.

## CAPSTONE COURSE

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### **W 650 Strategic Management**

Ever-changing business ecosystem continuously challenges business leaders to innovate, stay strong and grow. The frontier of a company's growth and competitiveness is largely defined by its ability to create and sustain competitive advantage and stay ahead of competitors. This course will highlight the skills needed to analyze business opportunities, and craft innovative business strategy to embrace the complexity and uncertainty that surrounds today's business world. The broad topics of this course include: defining strategy and its importance, charting a company's direction: vision and mission, objectives, and strategy, evaluating a company's external environment, evaluating a company's resources, capabilities, and competitiveness, the five generic competitive strategies, strengthening a company's competitive position, strategies for competing in the international market, corporate strategies, ethics, corporate social responsibility, environmental sustainability, and strategy, building an organization capable of good strategy execution, managing internal operations, corporate culture and leadership, and cases in crafting and executing strategy.

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