

Weekend MBA Program **HANDBOOK**



Department of Finance and Banking
Faculty of Business Administration

Jatiya Kabi Kazi Nazrul Islam University

Trishal, Mymensingh-2224, Bangladesh

Details of the Department of Finance and Banking

The department of finance and banking started its journey with 60 students in December 2009 under the Faculty of Business Administration, Jatiya Kabi Kazi Nazrul Islam University, Trishal, Mymensingh-2224, Bangladesh. The department offers undergraduate and post-graduate programs for the students to develop knowledge and understanding of the theoretical concepts which are required in the practical circumstances. Currently, the department has 10 full time highly qualified faculties, 3 non-academic staffs. Teachers are actively engaged in research and published their research works in the reputed national and international research journals. In addition, teachers also play an important role in the affairs of the university and the community as a whole by their teaching and research activities.

The adequate and sincere effort has been given in developing BBA, MBA, and MBA (Evening) & weekend program curriculum so, as to make it a program of international standard. The curriculum has been reviewed and appreciated every year through a committee of courses by the well-renowned experts in business education. We hope that this department would be able to play a crucial role in the advancement of a new generation of financial managers, bankers, and corporate leaders who are professionally competent and morally upright to face the challenges of the today world.

Department of Finance and Banking, JKKNIU, Trishal, Mymensingh:

At a Glance

Sl.	Particulars	Information
01.	Name of the Department	Department of Finance and Banking
02.	Established Year	2009
03.	Space of the Department	10,000sq. (Approx.)
04.	The layout of the Department	2 nd floor of Business Administration Building, JKKNIU
05.	Location of the Department	Near side of the faculty building of Social Science and central library
06.	Faculty	Faculty of Business Administration
07.	Total No. of Teachers	Ten (10)
08.	No. of Officials	Three (03)
09.	No. of Courses	40 for BBA, 14 for MBA, 20 for MBA weekend Program (For Non-Business Students) and 12 (For Business Students)
10.	Computer Lab and Seminar Library	One Computer lab and one seminar library

(Source: Official Records)

Department of Finance and Banking

List of Faculties

Sl No.	Name	Designation
01	Dr. Md. Tariqul Islam Head	Professor
02	Dr. Shohel Rana	Professor
03	Md. Habibur Rahman (Study Leave)	Associate Professor
04	Md. Masud Chowdhury	Associate Professor
05	Bijoy Chandra Das (Study Leave)	Assistant Professor
06	Jewel Kumar Roy (Study Leave)	Assistant Professor
07	Monty Adittya	Assistant Professor
08	Chandan Kumar Paul	Assistant Professor
09	Aslam Mahmud (Study Leave)	Assistant Professor
10	Kazi Saifur Rahman	Assistant Professor

*September 2023

Faculty of Business Administration Syllabus for Weekend MBA Program

Executive Committee

Chief Advisor	Professor Dr. Soumitra Sekhar Vice-Chancellor, Jatiya Kabi Kazi Nazrul Islam University
Dean & Advisor	Professor Dr. Md. Riad Hassan Dean, Faculty of Business Administration
Program Director	Professor Dr. Shohel Rana Program Director, Weekend MBA Program, JKKNIU
Assistant Program Director	Netai Kumar Saha Assistant Professor, Department of Accounting & Information Systems
	Professor Dr. Tariqul Islam Department of Finance and Banking
	Md. Atiqur Rahman Khan Assistant Professor, Department of Human Resource Management
	Mohammad Toriqul Islam Jony Assistant Professor, Department of Management

Jatiya Kabi Kazi Nazrul Islam University
Faculty of Business Administration
Trishal, Mymensingh

Regulations for Weekend MBA Program

1. Description of the Degree:

The degree will be offered to both the business graduates and non-business graduates based on different credit hours and title of the degree. The business graduates have to accomplish 42 credit hours by participating at two academic semesters/three academic trimesters where the non business graduates have to achieve 66 credit hours through taking part at four academic semesters/six academic trimesters. The non business graduates will be admitted in different sections (i.e., Section A, Section B) under the program at first. The business graduates will be admitted under the concerned departments according to the approval of the program. The non business graduates have to be studied ten core courses successfully under the programs in their first year and then will be entitled under a department of the program based on their demand and merit position. The criteria of the department preference will be structured by the executive committee considering the students merit position and seat capacity for each of the batch individually. The non-business student group in the second year will participate in the classes with the students of the business group available under the assigned department and accomplish the rest of the courses along with their distinct identification.

1.1 Title of the Program and that of the Degree:

The program which will be offered to non-business graduates will be known as the ‘Weekend MBA Program’. On the other hand, the program which will be conducted for the business graduates will be recognized as the ‘Weekend MBA Program for Business Graduates’. Both the categories of the students will get a Master of Business Administration (MBA) Degree according to the distinct nature of their specified program after completing all of the institutional requirements.

1.2 Degree Requirements:

Students of non business groups, those are regular in nature must undergo an internship program under a supervisor. The provision will also be applicable for the similar kind of business students’ (regular in nature) those don’t have any experience of internship in their graduate level. On the other hand, the students of business and non business groups, but service holders in nature as well as other business students (those have previous experience of internship) have to partake in a research project under a supervisor at the last semester and submit the dissertation weighing 3 credit hours.

1.2.1 Specific Requirements for the non-business graduates to obtain an MBA degree

A student of the non-business group has to complete 66 credit hours as stated below:

Credit hours

20 Courses × 3 credit hours	= 60 credits
Internship or Business Research report	= 3 credits
Viva-voce	= 3 credits

Total	= 66 credits

1.2.2 Specific Requirements for the business graduates to obtain an MBA degree

A student of the business group has to complete 42 credit hours as stated below:

Credit hours

12 Courses x 3 credit hours	= 36 credits
Internship or Business Research report	= 3 credits
Viva-voce	= 3 credits

Total	= 42 credits

1.2.3 Specific Requirements for both the students group to obtain an MBA degree

- (i) The candidate obtaining CGPA of less than 2 shall not be eligible for the award of MBA degree.
- (ii) One credit hour shall be 14 (fourteen) hours effective contact including class attendance, assignment, term-papers, presentation etc.

1.3 Admission Requirements:

Graduates (of 3-year courses and if less, with a masters) in any discipline may apply for appearing at the admission test to be conducted by the Faculty twice / thrice a year in the name of 'Weekend MBA Program'. On the other hand, only the application of business graduates (4-year graduation and if less, with a master's degree in business discipline) will be received in case of the admission into the 'Weekend MBA Program' for business graduates. Work experience of a candidate will be preferred. Admission criteria will be determined by the Dean of the Faculty in consultation with the program director in a meeting of the faculty members. **Provided that, the students admitted in this program will not be entitled to any regular transport or central library and residential facility.**

1.6 Duration of the Program:

A four semesters/six trimesters (two years) program will be offered for the students of non business group, but a student must complete the degree within 5 academic years from the date of his/her registration. Besides, a two semesters/ three trimesters (one year) program will be

conducted for the business graduates where a student has to complete the degree within 3 academic years from the date of his/her registration.

1.7 Academic Year and Semester:

The English (Gregorian) calendar year will be the academic year for this program and this year may be divided into two semesters/three trimester based on the decision of the executive committee. The semester or trimester will be stated as below.

Semester

Fall Session	: January to June	6 Months
Summer Session	: July to December	6 Months

For each course there will be one classes of 2 hours duration in a week. This means that there will be 18 active classes, 2 hours of class tests, quiz or presentations, etc. 2 hours of midterm examinations (two mid-terms, one hour each) and 2 hours of term final examination.

Trimester

Spring Session	: January to April	4 Months
Summer Session	: May to August	4 Months
Fall Session	: September to December	4 Months

For each course there will be one classes of 3 hours duration in a week. This means that there will be 12 active classes, 2 hours of class tests, quiz or presentations, etc. 2 hours of midterm examinations (two midterms, one hour each) and 2 hours of term final examination.

1.8 Grading System:

Course teachers will be responsible for developing course outlines with relation to the established syllabus, setting questions and marking scripts and grading students and course teachers will be required to submit final letter grades to the Course Coordinator, as explained below:

Range	Letter Grades	Grade Point
80% and above	A+	4.0
75% to less than 80%	A	3.75
70% to less than 75%	A –	3.5
65% to less than 70%	B+	3.25
60% to less than 65%	B	3.0

55% to less than 60%	B –	2.75
50% to less than 55%	C+	2.5
45% to less than 50%	C	2.25
40% to less than 45%	D	2.0
Less than 40%	F	0.0

1.9 Evaluation:

Student's performance in a course will be evaluated as stated below:

Mid-term tests: (Two)	40%
Term Paper & Case Presentation	10%
Final Examination	40%
Attendances	10%
Total	100%

Academic Calendar will be designed by the Batch Coordination Committee.

1.10 Award of Degrees:

Students completing the required courses with a minimum CGPA of **2.00** will be eligible for a degree. But none will get a degree with an 'F' grade in any course.

1.11 Retake (R) and Improvement:

A student earning 'F' grade in a course shall be required to improve the grade by retaking the course on payment of requisite fees offered in the subsequent available semester. A student earning a grade of 'B' or worse may also elect to improve the grade by improvement examination within 3 consequent semesters on payment of improvement exam fees. However, a candidate can not improve or retake any course after graduation. In this case the concerned student shall have to apply to withhold his/her graduation to the coordination Committee.

The student must apply to the Coordination Committee at least 4 weeks before the commencement of the Semester to get the permission for retaking a course. Any application for retaking a course will automatically lead to cancellation of his/ her earlier grade.

1.12 Irregular Candidate:

A student who has entered for appearing at the examination but failed to present himself/herself at the examination or failed to pass the examination, he/she is eligible to appear at the two subsequent examinations as an irregular candidate.

1.13 Re-admission:

- (i) A student having less than 60% class attendance shall have to be readmitted in the session that immediately follows within 30 days from the last date of depositing examination fees due from him/her as per his/her first admission to the Weekend MBA program.
- (ii) On re-admission, the students shall have to retake all the course(s) and examinations including internal evaluation.

1.14 Adoption of Unfair Means:

If any student adopts unfair means in any examination, the teacher/invigilator on duty shall take proper action and report it in writing to the Director of the program through the Chief invigilator of the concerned Examination for onward transmission to the Disciplinary Board of the Centre for action as per Rules.

1.15 Class Attendance:

A student shall have to attend 75 % of classes held in a course. Other wise he/she will be treated as non-collegiate and not be allowed to sit for exam. However a student having at least 60% of attendance may be allowed for exams upon production of an application and payment of non-collegiate fines.

3.1 Financial Need and Fee Structure:

As the University has decided to offer this course on a self-finance basis, the entire cost of administering the program must be contributed by students. Moreover, under the prevailing circumstances in the country tuition fees cannot be changed frequently. Therefore, it is necessary to create a fund for meeting expenses during exceptional situations. Thus it is agreed to collect fees at the following rates per student:

Income	Per Credit	Credit Hours	Non-business group	Business group
Admission fee	One Time		8,000	8,000
Tuition fee	1800	66/42	1,18,800	75,600
Semester fees	Each Semester @ Tk. 1,000		6,000/4000	3,000/2000
Development	One Time		5,000	5,000
Total Revenue from one batch			137,800/ 135800	91,600/ 90,600

NB. 1. The amount of development fees will be expended for library development, ensuring computer lab facilities, research capacity development, class room capacity development, dedicated electronic generator service development and any other development works as the executive committee thinks fit.

2. Regular and full-time employees of JKKNIU and graduates of JKKNIU regular program will get rebate 15% on only tuition fee.

3.2 Collection of fines and other fees:

Besides the regular admission, tuition and development fee, the program will charge fines and some other situational fees as case-to-case basis:

Name of Fees and Fines	Rates in BDT
Testimonial issue Fees	200
Transcript Fees (For each Semester)	200
Make-up Exam fee (per course per exam)	500
Retake fees (Per course)	3,000
Improvement Fees (Per course)	2,000
Late Registration	1,000
Non-collegiate fine (Per Course)	500
Late payment (If at least 7 days notice is served)	Additional 50% of the payment due or Tk. 3,000 whichever is less.

Jatiya Kabi Kazi Nazrul Islam University
Department of Finance and Banking
Weekend MBA Program (Non-business)

Course Curriculum
Course Objectives, Outcomes and Contents

SEMESTER-WISE COURSE CODE AND TITLE
[Each of the courses is of three credit hours]

FIRST SEMESTER (Non-major)	FBA 5101	Introduction to Business
	FBA 5102	Fundamentals of Management
	FBA 5103	Principles of Accounting
	FBA 5104	Business Communications & Report Writing
	FBA 5105	Principles of Marketing

SECOND SEMESTER (Non-major)	FBA 5201	Human Resource Management
	FBA 5202	Managerial Finance
	FBA 5203	Managerial Economics
	FBA 5204	Legal Environment of Business
	FBA 5205	Business Information Systems

THIRD SEMESTER		
	FB 5102	Statistics for Business Decisions
	FB 5103	Management Accounting
	FB 5104	Financial Markets & Institutions
	FB 5105	Strategic Management
	FB 5106	Public Finance & Taxation

FOURTH SEMESTER		
	FB 5202	Security Analysis & Portfolio Management
	FB 5203	Corporate Finance
	FB 5204	Commercial Bank Management
	FB 5205	International Financial Management
	FB 5206	Business Research Methodology
	Internship/Business Research Report	
	Viva-voce	

Jatiya Kabi Kazi Nazrul Islam University
Department of Finance and Banking
Weekend MBA Program for Business Graduates

Course Curriculum

Course Objectives, Outcomes and Contents

SEMESTER-WISE COURSE CODE AND TITLE
[Each of the courses is of three credit hours]

FIRST SEMESTER	FB 5101	Managerial Finance
	FB 5102	Statistics for Business Decisions
	FB 5103	Management Accounting
	FB 5104	Financial Markets & Institutions
	FB 5105	Strategic Management
	FB 5106	Public Finance & Taxation

SECOND SEMESTER	FB 5201	Managerial Economics
	FB 5202	Security Analysis & Portfolio Management
	FB 5203	Corporate Finance
	FB 5204	Commercial Bank Management
	FB 5205	International Financial Management
	FB 5206	Business Research Methodology
	Internship/Business Research Report	
	Viva-voce	

FB 5101: MANAGERIAL FINANCE

Course Objectives:

The aim of this course is to provide a solid foundation for basic and advanced financial tools and procedures and how to use them to make business and managerial decisions.

Intended Learning Outcomes (ILOs): It is expected that after finishing this course, students will be able to-

ILO-1: Recognize the fundamentals of finance in business, including the interaction between the firm and its agents in the operating environment as well as the primary goals and roles in the firm's business decisions.

ILO-2: Recognize the role that various short-term financial instruments have in the operation of businesses.

ILO-3: Recognize the different risks and their nature.

ILO-4: Apply tools and techniques of the time value of money to solve practical financial problems.

ILO-5: Understand the concepts of financial securities and apply valuation techniques in pricing of various securities.

ILO-6: Know the basic concepts of cost of capital.

ILO-7: Apply capital budgeting techniques in evaluating projects.

ILO-8: Know the basic concepts of leverage.

Chapter name	Contents
Overview:	Preliminary concepts of business and financial markets.
Introduction:	Definition of Finance and Financial Management, Process of finance, Functions of Finance, Major Decisions in Finance, Objectives, Principles of Finance, Agency issue etc.
Short Term Financing:	Definition, Characteristics, sources, Advantages and Disadvantages , Importance, Instruments used in short term financing, Types, Trade Credit , Characteristics of Trade Credit, Reasons for the use of Trade Credit, Importance of Trade credit, Types of Trade credit, Cost of Trade credit, Bank loan, Revolving credit, Inventory financing, Receivable financing, Commercial paper.
Risk and Return:	Definition of Risk, Types of Risk, Return and its classification, Measurement of Risk and Return. Solving of some Practical problems related to Risk and Return.

Time value of Money:	Concept of the Time value of money, Reasons behind time value of money, Importance of the time value of money, Pattern of cash flows, Compounding techniques, Discounting techniques, valuation techniques of time value of money. Solving of some Practical problems related to time value of money.
Valuation of Securities:	Introduction of Valuation of securities, Different types of valuations, Basic concepts of valuations, Basic valuation Model, Common stock valuation, Preferred stock valuation, Bond or Debenture valuation, Zero coupon Bond valuation. YTM and YTC, Solving of some Practical problems related to valuation securities.
Cost of Capital:	Definition, some concepts, components of cost of capital, Calculation of cost of Bond, Calculation of cost of preferred stock, Calculation of cost of common stock, Calculation of cost of retained earnings, Weighted average cost of capital, Solving of some practical problems related to cost of capital.
Capital Budgeting:	Definition, Some basic terms, steps of capital budgeting, Importance of capital budgeting, Motives for Capital expenditure, Techniques or methods of Capital budgeting, Capital rationing problem, which method is the best for use in capital budgeting, Solving of some Practical problems.
Leverage:	Concept of Leverage, Types of Leverage, Operating leverage, Financial leverage, Total leverage, Methods for measuring operating leverage, Methods for measuring financial leverage, Methods for measuring total leverage. Impact of Financial Leverage, Solving of some Practical problems.

Reference Books:

1. Principles of Managerial Finance by Lowrence J. Gitman
2. Fundamentals of Financial Management By James C. Van Horne, John M Wachowicz
3. Weston and Brigham, Managerial Finance;
4. B.D. Bird and Perison, Business finance;
5. Brealey and Myers, Principles of Corporate Finance

FB 5102: STATISTICS FOR BUSINESS DECISIONS

Rationale: This course is designed to ensure that students are able to comprehend statistics theoretically and know applications of statistical tools in business decision making.

Course Objectives:

- Understand the basic statistical methods most commonly used in business management
- Be able to select and correctly use the appropriate methods for your analysis and decision
- Be able to recognize and therefore avoid the common mistakes made in data collection, analysis and presentation
- Ability to solve business and economics problems.

Intended Learning Outcomes (ILOs): At the end of the course students will be able to-

ILO-1: Explain statistical concepts and use the analytical tools of descriptive and inferential statistics.

ILO-2: Know the various type of data and questionnaire

ILO-3: Create different types of tables and charts that describe data sets.

ILO-4: Explain measures of central tendency and how to compute them.

ILO-5: Calculate and evaluate various measures of dispersion

ILO-6: Conceptualize various techniques of correlation.

ILO-7: Understand the Simple Linear Regression Model, Estimation: The Method of Least Squares, Error Variance and the Standard Errors of Regression Estimators, Use of the Regression Model for Prediction.

ILO-8: Apply and interpret various techniques of hypothesis testing.

ILO-9: Apply sampling mechanisms in business applications.

Chapter	Contents
Introduction:	What is Statistics, why study Statistics, Types of Statistics, Scope of statistics, Descriptive vs. Inferential Statistics, limitation of statistics and distrust of statistics.
Collection of data:	Introduction, Types of Data, Designing a questionnaire, structured and unstructured questionnaire, Pre-testing the questionnaire, editing Primary data, problems.
Presentation of data :	Introduction, Classification of Data, Types of Classification, Formation of a Frequency Distribution, Classification according to

Class Intervals, Principles of Classification, Tabulation of Data: Parts of Table, Review of the Table, Types of Tables, Charting Data: General Rules for Constructing Diagrams, Types of Diagrams, Graphs of Frequency Distributions: Histogram, Frequency Polygon, Smoothed Frequency curve, Cumulative frequency curves or Ogives and limitations of charts.

Measures of Central Tendency:

Objectives of Averaging, Characteristics of a Good Average.

- A. Arithmetic Mean: Calculation of Arithmetic Mean –Ungroup data, Calculation of Arithmetic Mean –group Data, Mathematical Properties of Arithmetic Mean, Merits and limitations of Arithmetic Mean, Weighted Arithmetic Mean.
- B. Median: Calculation of Median –Ungroup data, Calculation of Median –group Data, Merits and limitations of Median, Related Positional Measures, Computation of Quartiles, Deciles, and Percentiles etc.
- C. Mode: Calculation of Mode –Ungroup data, Calculation of Mode –group Data, Merits and limitations of Mode, Relationship among Mean, Median and Mode.

Measures of Variations:

Significance of Measuring Variation. Properties of a Good Measure of Variation, Methods of Studying Variation, Absolute and Relative Measures of Variation.

- i) Range: Computation of Range, Merits and limitations of Range, Uses of Range.
- ii) The Inter-quartile Range or Quartile Deviation: Computation of Quartile Deviation, Merits and limitations of Quartile Deviation.
- iii) The Average Deviation: Computation of Average Deviation-Ungroup Data, Computation of Average Deviation-Group Data, Merits and limitations of Average Deviation.
- iv) The Standard Deviation: Computation of Standard Deviation-Ungroup Data, Computation of Standard Deviation-Group Data Mathematical Properties of Standard Deviation, Merits and limitations of Standard Deviation, Coefficient of Variation.
- v) Lorenz Curve
Which Measures of Variation to Use?

Correlation Analysis:

Introduction, Significance of the Study of Correlation, Correlation and Causation, Types of Correlation.

- i) Scatter Diagram Method: Merits and limitations of the Method

- ii) Kal Pearson's Coefficient of Correlation: Why Deviations are taken from an Assumed Mean, Assumptions of the Pearson's Coefficient of Correlation, Properties of the Coefficient of Correlation, Interpreting the Coefficient of Correlation, Coefficient of Determination.
- iii) Rank Correlation Coefficient: Where Actual Ranks are Given, Where Actual Ranks are not Given, Equal Ranks or Tie In Ranks, Merits and limitations of the Rank Method, When to Use Rank Correlation Coefficient.

Regression Analysis: Introduction, Difference between Correlation and Regression, Regression Analysis, The linear Bivariate Regression Model, Regression Lines, Regression Equations, Regression Equations of Y on X, Regression Equations of X on Y, Deviations are taken from an Assumed Means, Regression Coefficient. Regression Equations in Bivariate.

Hypothesis Testing: Concept of Hypothesis, Testing of Hypothesis, One Tail & Two Tail Test, Type I & II Error, P Value, One Sample & Two Sample Test of Hypothesis (t & Z test)

Sampling : Concept, reasons and methods of Sampling, Sampling Distribution and its Mathematical Application., Central Limit Theorem, Sampling and Non-Sampling Error,

Books Recommended:

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|-------------------------------------|--|
| 1. Gupta and Gupta | : Business Statistics |
| 2. Yale and Kendall | : Introduction to Theory of Statistics |
| 3. Richard and Levin | : Statistics for Management |
| 4. Md. Ali Mian and Alimullah Miyan | : Introduction to Statistics |

FB 5203: MANAGEMENT ACCOUNTING

Course Objectives:

This course is planned to explain the importance of cost behavior and their relationship with managerial decision making. Elementary ideas about budgets and budgetary control, various methods of segment performance measurement, and techniques of generating relevant information for decision making.

Intended Learning Outcomes (ILOs):

ILO-1: To acquire knowledge and skills necessary for the business leadership and entrepreneurship.

ILO-2: To get acquainted with the basic and applied issues in accounting and reporting.

ILO-3: To be able to apply the business knowledge and skills in the professional and corporate career.

ILO-4: To be able to apply the acquired knowledge and skills to develop them as professional accountants.

ILO-5: To be able to engage in nurturing soft and technical skills for continuous professional development.

ILO-6: To be able to assess or critically evaluate the business issues and crisis that may affect the decision making to solve business problems.

ILO-7: To be able to think and act proactively in facing contemporary global challenges for ensuring sustainable business development.

Chapter	Course Contents
Introduction	: Concept of Management Accounting, Relationship between Management Accounting and Financial Accounting and Cost Accounting, Role of Management Accounting, Qualitative Characteristics of Accounting Information, the Work of Management and the Need for Management Accounting Information, Changing Business Environment, JIT, TQM, Process Re-engineering, Automation, TOC, Benchmarking, Continuous Improvement Creating Value, Ethical Conduct, Six Sigma.
Cost Concepts and Behaviors: Analysis and Use	: Cost, Manufacturing Costs, Non-manufacturing Costs, – Product, Users', Period Costs, Cost of Goods Manufactured, Inventorial Costs, Variable Costs, Fixed Costs, Direct Costs, Indirect Costs, Differential Costs and Revenues, Opportunity Costs, Sunk Costs, Relevant Costs, Avoidable Costs. Flexible costs, Capacity Related Costs, Unit Related Costs, Batch Related Costs, Product Sustaining Cost, Customer Sustaining Costs, Business Sustaining Cost. Life Cycle Cost. Cost Behavior Patterns, Linearity Assumption and Relevant Range, Analysis of Mixed Cost.

Cost -Volume - Profit Analysis (CVP)	–	Contribution format income statement, Use of CVP Analysis, Breakeven Point, CM Ratio, Margin of Safety, Shut down Point, Determination of Graphical Approach to Breakeven Point, CVP in a Multi-product Environment, Assumptions and Limitations of CVP Analysis.
Cost Information for Pricing and Product Planning	:	Role of Product Cost in Pricing and Product Mix Decisions, Short-term Product Mix Decisions, Price Takers, Price Setters, Long-term Pricing Decisions, Economic Analysis of Pricing Decisions.
Relevant Costs for Decisions Making	:	Cost Concepts for Decisions Making, Relevant and Irrelevant Cost, Differential Costs Analysis, Adding or Dropping Product Lines, Make or Buy Decisions, Accepting or Refusing a Special Order, Making Price Cut in Competitive Market, Expanding Shutting Down or Eliminating Facilities, Utilization of Scarce Resources, Sell or Process Further, Equipment Replacement Decisions.
Profitability Analysis	:	Analysis of Profit Related Variances: Contribution Margin Variance, Market Share and Market Size Variances, Profitability by Segments, Profitability by Product Line, Divisional Profit, Customer Profitability, Overall Profit Time, and Short-run and Long-run Profitability.
Budgetary Control	:	Flexible Budget, Variable Overhead Variances, Spending Variances, Efficiency Variances, Fixed Overhead Variance Analysis, Budget Variance, Volume Variance, Overhead Variance and Under or Over Applied Overhead Cost, Cash, Production, Purchase, Sales Budget and Master Budget.

Text Books:

1. Garrison, R. H. and Noreen, E. W. : Managerial Accounting
2. Horngren, C.T., Sundem, G.L. and Stratton W. O.: Introduction to Management Accounting

Reference Books:

1. Atkinson, A.A., Banker, R.D., Kaplan, R.S. and Young, S.M. : Management Accounting
2. Hilton, R.W., Maher, M.W. and Selto, F.H. : Cost Management
3. Euske, K. J. : Management Control: Planning, Control, Measurement, and Evaluation
4. Anthony : Management Accounting

FB 5104: FINANCIAL MARKETS & INSTITUTIONS

Course Objectives:

The course aims at increasing student's awareness of the role of financial markets in the economy and to introduce them to the various segments, products, services and functions of financial markets and institutions. After completing this course, the students will be able to comprehend empirical as well as contemporary analysis of financial and capital markets.

Intended Learning Outcomes (ILOs): After successful completion of the course, students are supposed to learn the following subject matters:

- Underlying ideas relating to financial asset, financial institutions and markets.
- Composition and functions of financial institutions as well as their determination of interest rates.
- Theories relating to the term structure of interest rates.
- Role of money markets, bond markets, mortgage markets and stock markets toward the growth of financial system.
- Overview of future, option and swap markets in accordance with foreign exchange market.

Chapter	Contents
Overview of the Financial Environment :	Role of Financial Markets and Institutions, Primary versus Secondary Markets, Money Market Securities, Capital Market Securities, Derivative Securities, Securities Regulations, Government Intervention in Financial Markets, Role of Depository Institutions, Role of Non-depository Financial Institutions, Overview of the Financial System of Bangladesh.
Determination of Interest Rates :	Loanable Funds Theory, Household Demand for Loanable Funds, Business Demand for Loanable Funds, Government Demand for Loanable Funds, Foreign Demand for Loanable Funds, Equilibrium Interest Rate, Factors That Affect Interest Rates, Impact of Economic Growth on Interest Rates.
Structure of Interest Rates :	Why Debt Security Yields Vary, Credit (Default) Risk, Assessing Credit Risk, Term to Maturity, Explaining Actual Yield Differentials, Yield Differentials of Money Market Securities, Yield Differentials of Capital Market Securities, Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory.
Money Markets :	Money Market Securities, Treasury Bills, Commercial Paper, Negotiable Certificates of Deposit, Repurchase Agreements, Banker's Acceptances, Institutional Use of Money Markets, Valuation of Money Market Securities, Impact of Changes in Credit Risk, Interest Rate Risk, Globalization of Money Markets.

Bond Markets	:	Background on Bonds, Bond Yields, Corporate Bonds, Corporate Bond Offerings, Characteristics of Corporate Bonds, How Corporate Bonds Finance Restructuring, Globalization of Bond Markets, Bond Valuation Process, Impact of Discount Rate and Timing of Payments on Bond Valuation, Relationships between Coupon Rate, Required Return, and Bond Price, Explaining Bond Price Movements, Sensitivity of Bond Prices to Interest Rate Movements, Bond Investment Strategies.
Mortgage Markets	:	Background on Mortgages, Classifications of Mortgages, Types of Residential Mortgages, Fixed-Rate Mortgages, Adjustable-Rate Mortgages, Graduated-Payment Mortgages, Growing-Equity Mortgages, Second Mortgages, Shared-Appreciation Mortgages, Balloon-Payment Mortgages, Valuation and Risk of Mortgages, Risk from Investing in Mortgages, Mortgage-Backed Securities.
Stock Markets	:	Public Equity, Initial Public Offerings, Stock Offerings and Repurchases, Organized Exchanges, Over-the-Counter Market, Globalization of Stock Markets, Privatization, Stock Valuation Methods, Required Rate of Return on Stocks, Factors That Affect Stock Prices, Stock Risk, Risk-Adjusted Stock Performance, Stock Market Efficiency.
Future, Option and Swap Markets	:	Financial Futures, Interest Rate Futures Contracts, Stock Index Futures, Risk of Trading Futures Contracts, Options, Determinants of Stock Option Premiums, Speculating with Stock Options, Hedging with Stock Options, Swaps, Types of Interest Rate Swaps, Risks of Interest Rate Swaps, Pricing Interest Rate Swaps, Interest Rate Caps, Floors, and Collars.
Foreign Exchange Derivative Markets	:	Foreign Exchange Markets, Institutional Use of Foreign Exchange Markets, Exchange Rate Quotations, Types of Exchange Rate Systems, Factors Affecting Exchange Rates, Forecasting Exchange Rates, International Arbitrage, Mutual Funds, Regulations in Financial Markets of Bangladesh.

Reference Texts:

1. Financial Markets and Institutions by Jeff Madura
2. Foundations of Financial Markets and Institutions by Frank J Fabozzi, Franco G Modigliani and Frank J Jones
3. Financial Markets, Institutions and Money by David S. Kidwell, Mark Brimble, Paul Docherty, Paul Mazzola and AnupBasu
4. Financial Markets and Institutions by Anthony Saunders and Marcia Cornett

FB 5105: STRATEGIC MANAGEMENT

Rationale: This course is designed to impart theoretical concepts for understanding the unique nature of strategic decision and its accuracy for sustainable business operation that are posed by unpredictable global business environment.

Course Objectives:

- To develop clear understanding of the key concepts and principles of strategy formulation and competitive analysis
- To develop the ability to take a general management perspective in analyzing a particular company
- To develop the ability to think critically and strategically
- To develop the ability to make the case for a particular set of strategic courses in a compelling manner, recognizing that no one strategic solution for an organization is necessarily correct.

Intended Learning Outcomes (ILOs): At the end of the course the students will be able to-

ILO-1: Comprehend the importance of strategic management and distinctive nature of strategy.

ILO-2: Understand the basic concepts and principles of strategic management analyse the internal and external environment of business

ILO-3: Develop and prepare organizational strategies that will be effective for the current business environment.

ILO-4: Devise strategic approaches to managing a business successfully in a global context.

ILO-5: Understand the importance of organizational structure in strategy implementation.

ILO-6: Define the concept of strategy and its meaning to practitioners.

ILO-7: Explain why strategy implementation is more difficult than strategy formulation discuss the importance of annual objectives and policies in achieving organizational commitment for strategies to be implemented.

ILO-8: Compare and contrast restructuring and reengineering.

ILO-9: Understand the strategic control process.

Chapter	Course Contents
Introduction	: Understand the benefits of strategic management, explain how globalization and e-commerce influence strategic management, understand the basic model of strategic management, identify some triggering events that act as stimuli for strategic change, Use the strategic audit as a method of analyzing, business environment, Hierarchy of strategy.
Environmental Scanning and Industry Analysis	: Environmental variables, identifying external strategic factors, competitive analysis, industry attractive analysis, strategic group and mapping, industry intelligence, forecasting, synthesis of external strategic factors (EFAS).

Internal Scanning and Analysis	:	Resourced based view of firm, approaches to internal scanning and analysis, value-chain analysis, Scanning the Internal Environment with Functional Analysis: structure, culture, resources, synthesis of Internal Strategic Factors– (IFAS)
Strategy Formulation-Situation Analysis and Corporate Strategy	:	SWOT analysis, generating a strategic factors analysis summary (SFAS), finding a propitious Niche, reviewing the companies mission and objectives, Corporate Strategy in Single-Business firm and Multi- Business firm, generating a TOWS Matrix.
Strategy Formulation-Business (competitive) and Functional Strategy	:	Issues in competitive strategies, competitive tactics, and choosing business strategies. Sourcing of resources and capabilities of the functional areas; Strategies for improving functional synergy; Improving a company's ability to attain superior efficiency, quality, innovation, and customer responsiveness.
Strategy Implementation-Organizing for Action	:	Who implementation strategy; developing programs, budget and procedure; How is strategy to be implemented: fundamentals of organizing, structure follows strategy, stages of corporate development, organizations life cycle, advanced structure (matrix and net-work structure) benefits and challenges; fundamentals of Business process re-engineering; Managing corporate culture: TQM, MBO.
Evaluation and Control	:	Evaluation and control in strategic management, Measuring performance: corporate, business and functional; problems in measuring performance; guideline for proper control.
Strategic Decision for Non-profit Organizations	:	Why not-for-profit? Importance of revenue source: source of not-for-profit revenue; usefulness of strategic management concepts and techniques.

Books Recommended:

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford Strategic Management and Business Policy.
2. Pearce II, J.S and Robinson, R.B., Strategic Management: Formulation, Implementation and Control.
3. Thompson, Jr. A.A. and Strickland III, A.J., Strategic Management: Concepts and Cases.
4. W. F. Glueck and L. R. Jauch, Business Policy and Strategic Management
5. William H. Newman, Business Policies and Management
6. W. T. Greenwood Business Policy, Management Audit Approach
7. David W. Miller- & Martin K. Starr, Executive Decisions and Operations Research
8. Raymond, Problems in Business Administration
9. Thomas Cichino, Analysis by the Case Method
10. Francis Cherunilam, Strategic Management

FB 5106: PUBLIC FINANCE & TAXATION

Course Objectives:

The objective of this course is to provide a sound understanding of principles and practices of the income tax law in Bangladesh. This course will provide students with a comprehensive knowledge of tax from a managerial perspective, with an emphasis on the identification of tax problems and potential tax opportunities. This course will also be helpful in assessing total income and tax liability of individual, corporate and other types of the assessee.

Intended Learning Outcomes (ILOs):

Upon completing of the course, the students will be able to:

ILO-1: Understand the concepts in issues related to the tax structure in Bangladesh.

ILO-2: Identify the base for income tax and the income tax authority.

ILO-3: Compute head wise income after considering allowable deductions.

ILO-4: Know about set-off and carry forward of losses including exemptions, allowances and advance payment of tax.

ILO-5: Know about the provisions for submission of return.

ILO-6: Determine the assessable income and tax liability of individual assessee, partnership firm and body corporate, including tax refund and recovery.

ILO-7: Understand the tax appeal procedures, penalty, and prosecution.

Chapter	Course Contents
Introduction to Bangladesh Income Tax :	Definition of Tax; Characteristics and Purposes of Tax; Canons of Taxation; Tax Base and classification of Taxes; Tax burden and shifting of taxes; Concept of Income; Capital or Revenue; Tax and Income Tax; Different Rates of Income Tax for Different Assesseees; Tax structure in Bangladesh; Role of Income tax for economic growth of Bangladesh; Scope of Bangladesh Income Tax Law; Schemes of Bangladesh Income Tax Law.
Basics of Income Tax :	Definition and Characteristics of Income; Sources of Income; Determination of Assessment Year and Income Year and implications on tax liability determination; Different Classes of Assesseees; Residential Status of an Assessee; Taxation Implication of Resident and Non-resident; Charge of Surcharge; Additional tax and minimum tax; Classification of Income based on Locality and Assessment; Nonassessable/Tax exempted Income; Tax Credit Income; Tax Holiday schemes; Tax rebate on CSR related expenditures.

Income Tax Authority-Administrative and Judicial :	Income Tax Authorities: Administrative and Judicial; Appointment; Subordination; Power and Functions; Alternative Dispute Resolution (ADR).
Computation of Income :	Computation of Income under Statutory Heads: Salaries; Interest on Securities; Income from House Property; Agricultural Income; Income from Business or Profession; Capital Gains; and Income from Other Sources; Computation of Income under Other Heads: Share of Income from Firms; Income of Spouse or Minor Children and Foreign Income.
Set-off and Carry-Forward of Losses :	Provisions on Set-off of Losses in the Year of First Incurrence and its Procedure; Carry-forward and Set-off of Losses under specific Heads: Business Loss; Loss in Speculation Business; Loss under the Head Capital Gains; Loss under the Head Agricultural Income; Carry-forward of Loss of Firm and Partner; Carry-forward of Loss of Succeeded Business or Profession; Carry-forward of Loss of Unabsorbed Depreciation; Carry-forward of Loss of Tax Holiday Units.
Payment of Tax before Assessment :	Tax Deduction at Source (TDS); Advance Income Tax (AIT) and Tax Payment on the Basis of Return; TDS vs. Collection of Tax at Sources; Incomes subject to TDS and Formalities and Consequences; TDS as Final Discharge of Tax Liability u/s 82C; Requirement and Procedures of AIT and Consequence on Failure to Pay AIT.
Return of Income and Statements :	Requirement to File Return of Income; Form of Return of Income; Due Date of Submission of Return of Income; Documents to be Submitted along with the Return of Income; Return of Withholding Tax; Obligation to Furnish Annual Information Return; Certificate in Place of Return; Filing of Revised Return; Statement of Assets and Liabilities and Lifestyle; Production of Accounts and other Documents.
Assessments :	Definition of Assessment; Provisional Assessment; Assessment on Correct Return; Universal Self; Assessment & Audit thereafter; Spot Assessment; Assessment after Hearing; Assessment on the Basis of Report of a Chartered Accountant; Best Judgment Assessment; Presumptive Tax Assessment on Owners of Road and Water Transports; Various Specialized Assessments; Income Escaping Assessment; Limitation for Assessment.
Assessment of Individuals:	Definition of Individual; Computation of Total Income of an Individual Assessee; Procedure of Assessment; Assessment Order and Tax Clearance Certificate.

Assessment of Companies: Definition of Company and Types of Companies; Computation of Total Income and Tax Payable; Tax Rebate on Higher Productivity; Higher Dividend; CSR (Corporate Social Responsibility) and others; Procedure of Assessment; Assessment of Banks and other Financial Institutions; Liability of Directors for Unrecoverable Tax of Private Companies; Liability of Liquidators for Tax of Private Companies under Liquidation; Liability to Tax in case of Shipping and Air Transport Business of Non-residents.

Default and Imposition of Penalty, Offences and Prosecution : Penalty for various Defaults; Punishment for various Offences; Trial by Special Judge.

Textbooks:

1. Chowdhury, D. Advanced Issues in Taxation: Theory & Practices, (GranthaKutir), Dhaka.
2. The Income Tax Ordinance 1984 and the Income Tax Rules 1984 (updated)

Reference Books:

1. Government of Bangladesh the Income Tax Ordinance 1984- Part 1 & 2.
2. The Institute of Chartered Accountants of Bangladesh Taxation Study Manual Vol 1 & 2.
3. Government of Bangladesh Publications on VAT.
4. KhawjaAmjadSyed, "Principles of Taxation".
5. Finance Act (Latest)
6. ICAB Manual

FB 5201: MANAGERIAL ECONOMICS

Course Objectives:

This course introduces the students of business administration to the different aspects of economics and their application to the practical business field i. e. in the in social, economic, political, governmental, financial and developmental aspects. It also helps the students to know about the economic development, resources development, industrial development, agricultural development, economic planning and Bank Management and investment decisions.

Intended Learning Outcomes (ILOs): At the end of this course the students will be able to:

ILO-1: Characterize and demonstrate different economic tools and aspects;

ILO-2: Understand various forms of markets and competitions.

ILO-3: Understand various theories on demand and supply, utilities, and indifference curve.

ILO-4: Conceptualize the concepts and forms of elasticity and their applications.

ILO-5: Make managerial decisions based on costs and factor pricing related analyses.

ILO-6: Learn the ways of measuring national incomes.

Chapter	Contents
Introduction	: Definition, Nature and Scope of Economics, Microeconomics, and Managerial Economics; Microeconomics Vs. Macroeconomics; Central Problems of Economics; Factors of Production; Economy under different Economic Systems; Market Economics, Socialist Economics and Mixed Economics.
Concepts of Markets	: Market Structure; Competitive and None-Competitive Markets; Perfect and Imperfect Markets; Price Determination under different Market Conditions; Marginal Revenue and Monopoly; Oligopoly and Monopolistic Markets; and Uncertainty and Game Theory in Economic Behavior.
Theories of Demand, Supply, & Utility	: Theories of Demand and Supply; Concepts of Utility., Indifference curve, Demand forecasting techniques.
Elasticity	: Concepts, various forms of elasticity, their applications in managerial decision making
Production Function and Cost Analysis	: Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Laws of Production and analysis : Empirical Estimates of Production and Cost; short-run and Long-run average cost curves and their analysis; Economies and Diseconomies of scale.
Factor Pricing	: Determination of Factor Pricing; Marginal Productivity Theory; Modern Theory of Wage rate determination; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions
National Income Accounting	: Concepts, Methods and Measurement of National Income- GDP, GNP, NNP, NI, PI, Real NI and Nominal NI, NI Deflator, Method of NI Measurement, Income Approach, Expenditure Approach, Production Approach, Utility Approach, and NI Estimation in Bangladesh.

Recommended Books:

1. N.GregoryMankiw, Principles of Microeconomics
2. Paul A Samuelson & William D. Nordhaus, Economics;

3. R.A. Bilas, Microeconomic Theory;
4. K.K. Dewett, Modern Economic Theory;
5. R.G. Lipsey, An Introduction to Positive Economics;
6. J.L. Hanson, A Text Book of Economics;
7. J.P Gould and C.E.Ferguson, Microeconomic Theory;
8. R. Dornbusch and S. Fischer, Macroeconomics;
9. William H. Branson, Macroeconomic Theory and policy;
10. M.C. Vaish, Macroeconomic Theory;
11. Thomas F. Dernburg, Macroeconomics: Concepts, Theory and Policies; and
12. E. Mansfield, Principles of Macroeconomics.

FB 5202: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Objectives:

Students need the skills and knowledge to examine securities, find the best prospects, and then mix them in a portfolio that will produce results if they are to thrive in the fast-paced world of financial investment. The student will study both security analysis and portfolio management in this course. Students will examine portfolio analysis, performance evaluation, and portfolio optimization in an investing context as well as the risk and return profiles of various financial assets, including stocks, bonds, options, and futures. They will also look at active and passive investment techniques using different asset types. Additionally, this course will address stock market and investment performance, pricing of securities, and analyzing investment in securities, among other topics.

Learning Outcomes (ILOs): Upon completion of this course, students will be able to:

ILO 1: demonstrate an advanced and integrated knowledge of security analysis, and portfolio management, and the ability to apply these to investment contexts

ILO 2: get acquainted with investment, speculation, gambling, activities of different types of financial market and trading mechanism

ILO 3: use a range of cognitive, communication and research skills to investigate, analyze, synthesis and reflect critically on relevant investment related theories, concepts, and methodologies in undertaking investment analysis and decision-making

ILO 4: display a thorough understanding of both technical and fundamental analysts' methodologies

ILO 5: demonstrate an advanced and integrated knowledge of risk and return profiles of individual financial assets such as equity, bonds, options and futures, and the ability to apply these to investment contexts;

ILO 6: demonstrate an in-depth understanding of portfolio analysis, portfolio selection, portfolio revision, and portfolio evaluation, and use these skills in an investing setting.

ILO 7: explore sound theoretical knowledge on Capital Asset Pricing Theory (CAPM) & Arbitrage Pricing Theory (APT).

ILO 8: demonstrate the ability to recognize, reflect on, and respond appropriately to a range of ethical issues influencing investment analysis and decision-making.

Chapter	Contents
Introduction	: Meaning of security, Types of security, Meaning of portfolio, Objectives of portfolio management, Functions of portfolio manager, Financial and economic meaning of investment, Characteristics and objectives of investment, Types of investment, Investment decision process, Speculation, Gambling, Investment avenues in Bangladesh.
Securities Market	: Meaning of market, Types of market, Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE), Bangladesh Securities Exchange Commissions (BSEC), IPO process, Secondary offerings, OTC market, Index, Share market crisis, Normal & Abnormal gain, Trading mechanism, Case.
Fundamental Analysis:	Meaning of fundamental analysis, EIC framework, Economic aspect- Economic forecasting, Investment decisions, Forecasting techniques. Industry aspect-concept, types, importance, industry life cycle, qualitative aspects of industry analysis, evaluating future industry prospects. Company aspect-accounting aspects of earnings, Problems with reported earnings, Analyzing company's profitability, Information regarding estimates of earnings and common stock.
Technical Analysis	: Meaning of technical analysis, Basic principles of technical analysis, Trends and trend reversals, Charting methods, Elliot Wave theory, Mathematical indicators-Moving average, Exponential moving average, Oscillators, Market Indicators, Fundamental analysis Vs Technical analysis.
Valuation and Investment decisions	: Money market securities (Treasury bill, Commercial paper, Bankers' acceptance, Repurchase agreement etc), Capital market securities (Share, Bond, Debenture etc.), Financial derivatives (Future, Forward and Option)

- Portfolio Analysis** : Return and risk of a portfolio, Sample means and variance, Sample covariance, Population covariance, Correlation coefficient, Coefficient determination, Beta, Residual variance, Reduction of portfolio risk through diversification, Portfolios with more than two securities, Calculation and interpretation of risk and return of portfolios with more than two securities, Case study.
- Portfolio Selection** : Selection of optimal portfolio, Markowitz Model, Single Index Model (Concept, measuring security return & risk, measuring portfolio return and risk), Multi-index model, Portfolio theory, Capital Asset Pricing Model (assumptions, Capital market line, Security market line, Pricing of securities with CAPM), Arbitrage pricing theory (Return generating model, Expected return on stock, Asset pricing and arbitrage, APT and CAPM).
- Portfolio Revision** : Concepts of portfolio revision, Significance of revisions, Constraints in portfolio revision, Active revision strategies, Passive revision strategies, Formula plans (constant rupee value plan, Dollar cost averaging, Constant ratio plan).
- Portfolio Evaluation** : Need for evaluation, Evaluation perspective, Measuring portfolio return, Risk adjusted returns, Differential returns, Decomposition of Performance.

Text Book:

1. Investment Analysis and Portfolio Management by-Reilly & Brown.

Reference Books:

1. Security Analysis and Portfolio Management by-S. Kevin
2. Investment Analysis and Management by-Charles B. Jones.
3. Fundamentals of Investment Management-Hirt& Block.
4. Selected Reading Materials on Investment Analysis.

FB 5203: CORPORATE FINANCE

Course Objectives:

Corporate Finance course aims at exposing the students to the practical applications of the modern theory of finance to facilitate realistic corporate decision making under risk and uncertainty. This course focuses on long-term financing decisions for better capital mix and dividend policy decisions. It also concentrates on the advance topics like projection of financial position, analysis of financial distress and corporate restructuring.

Intended Learning Outcomes (ILOs): On successful completion of this course, students will be able to:

ILO-1: critically appraise the key theoretical concepts and apply these to evaluate corporation

ILO-2: perform and apply financial statement and valuation analysis for corporate decision-making

ILO-3: understand and apply risk analysis tools and perform capital budgeting analysis

ILO-4: discuss firms' choice of capital structure and its implications for the value of the firm

ILO-5: examine and discuss the key issues related to dividend policy and their implications for firm's value

ILO-6: critically assess the reasons behind corporate restructuring and their welfare implications

ILO-7: analyze the corporate decision making implication from the behavioral perspective

Chapter	Contents
Introduction:	Meaning of corporate finance, Goal of a corporation, Role of a financial manager, Value and Price, Corporate financing (Common stock, Preferred Stock, Bond, Convertibles and Warrant, Issuance of Corporate Securities, Venture Capital), Corporate governance, Behavioral finance, Ethics in finance, Case study.
Financial Projection and Sustainable Growth:	Financial planning model, Financial planning and growth, External financing and growth, Long term financial planning, Formulation & implementation of long term financial policy, Basics of financial projection and sustainable growth, Sustainable growth rate, Sustainable growth model (Steady state model & Changing model), Methods of financial projections (Pro-forma income statement, Pro-forma balance sheet, Common size statement), Financial statement analysis, Tools & techniques of financial planning and control in Bangladesh, Case study.
Efficient Market Hypothesis:	Basic concepts of markets, Random Walk Theory, Concept of efficient market, Forms of efficient market. Test of market efficiency (weak form, semi-strong form and strong form of market efficiency), Six lessons of market efficiency, Case study.
Capital Budgeting under	Basic concepts of risk and return, Sensitivity analysis, Simulation

risk & uncertainty:	analysis, Monte Carlo simulation, Risk evaluation approaches: Risk adjusted discount rate approach, Certainty equivalent approach, Probability distribution approach, & Decision tree approach, Case study.
Capital Structure Theories:	Basic concepts of capital structure & financial structure, Net income theory, Net operating income theory, Traditional theory, Modigliani and Miller theory, Miller model, Packing order theory, Agency theory, Gordon model, Clientele effect, Signaling effect, Relevance & Irrelevance theory, Financial distress, Optimal financing mix, Case Study.
Dividend Policy:	Basic concepts, Dividend policy and stock value, Investors and Dividend policy, Dividend theories, Types of dividend payment, Dividend payment procedure, Factors affecting the dividend decision, Stock dividend and stock split, Implication of dividend on share prices, Dividend policies around the world, Case study.
Financial Distress:	Financial distress, Bankruptcy, liquidation and reorganization, private workout or bankruptcy, prepackaged bankruptcy.
Corporate Restructuring:	Basic concepts of restructuring (definition, strategies, types, reasons, symptoms, and obstacles), Mergers and Acquisitions (definition, types, motives, industry lifecycle, bootstrapping earnings, hostile vs. friendly), Tender offers, Asset acquisition, Joint ventures, Spin offs, Split offs, Divestitures, Equity carve-outs, Assets sale, Takeover defenses (Poison pills, Poison puts, Staggered board of directors, Restricted voting rights, Supermajority voting provisions, Fair price amendments, Golden parachutes, Litigation, Greenmail, Crown jewels defenses, Pac-Man defense, White knight defense, White squire defense) Share repurchases, Exchange offers, Proxy contests, Leveraged buyout, Junk Bonds, Going Private, ESOPs and MLPs, Case study.

Texts Books:

1. Corporate Finance by Stephen Ross, R.W. Westerfield & B.D. Jordan

Reference Books:

1. Principles of Corporate Finance by Richard A. Brealey and Stewart C. Myers
2. Financial Theories and Corporate Policy by Copeland and Weston
3. Corporate Finance: Theory and practices by Aswath Damodaran
4. Principles of Corporate Finance by Brealey, Myers & Allen
5. Corporate Finance Fundamentals: Big Business Theory for SME, Investor or MBA Application by Saad
6. The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit by Aswath Damodaran

FB 5204: COMMERCIAL BANK MANAGEMENT

Course Objectives:

The course aims to equip students with knowledge and skills necessary to understand the fundamentals of commercial bank management and acquaint them with tools and methods available to manage commercial banks. More specifically, the objective of this course is to provide the students an overview of commercial banks management; acquaint the students with the organizational structure of a bank, bank regulation, and supervision and develop students' skill to understand and analyze the financial statement of banks, manage assets and liabilities of a bank.

Intended Learning Outcomes(ILOs)

ILO-1:Describe the nature and functions of commercial and thrift banking institutions as well as other financial service providers such as investment banking firms, security brokers and dealers, insurance companies and other non-depository organizations;

ILO-2:Explain the evolution of banking, the organizational structure of banks, and how banking and other financially related legislation and regulation have impacted the operation of today's financial companies;

ILO-3:Identify leading trends affecting the financial services industry;

ILO-4:Interpret key items that appear in balance sheet and income statement of banks;

ILO-5:Apply appropriate ratios to evaluate bank performance;

ILO-6:Explore methods used to measure and control risks;

ILO-7:Understand the role of bank capital from the view point of shareholders as well as regulators;

ILO-8:Identify deposit and non-deposit sources of funds; and

ILO-9:Demonstrate adequate knowledge and skills required for managing commercial bank.

Chapter	Contents
An Overview of Banking Industries and Their Services:	Meaning and types of banks; services provided by banks; bank and its competitors in the financial system; and key trends affecting banks.
The Bank Regulatory Environment:	The need for regulation, banking regulations – commercial banking act (Banks and Financial Institutions Act), and the role of Bangladesh Bank in the regulation of commercial banks.
Organization and Structure of Commercial Banking Industry:	The organization and structure of the commercial banking industry; internal organization of banking firm; types of banking organizations: unit banking organizations, branch

banking organizations, bank holding company organizations; and financial holding companies and bank subsidiaries.

The Financial Statements of Banks:

An overview of bank balance sheet and income statement; the balance sheet: the assets of a bank, liabilities of a bank; off-balance sheet items; income statement and its components; Concept of off-balance sheet items.

Evaluating Bank Performance:

Evaluating bank performance: value of stock, profitability ratios-ROE, ROA, NIM, NNIM, NOM, and EPS; Evaluation of performance of bank in the framework of DuPont model; Comparing the performance indices with industry average indicators.

Asset-Liability Management:

Concept of asset/liability management; Asset-liability management strategy; Meaning and nature of financial risk, Types of major risks in banking business; Risk identification; Risk measurement and Risk mitigation; Forces determining interest rates; Measurement of interest rates; Components of interest rate; Interest rate hedging: protection of net interest margin ; Interest sensitive gap management and practice of GAP analysis in Nepal; Problems with interest sensitive gap management; Duration as risk management tool: concept, price sensitivity to changes in interest rate and duration; Using duration to hedge against interest rate risk; and Limitation of duration gap management.

Investment Management of Commercial Banks:

Concept of investment; investment instruments available to commercial banks; Purposes of investment; Classification of investment of banks; Structure of investment of banks; Factors affecting choice of investment securities; Investment maturity strategies; Maturity management tools.

Liquidity and Reserve Management:

The demand for and supply of liquidity; Causes of liquidity problem; Strategy for liquidity management; Estimating liquidity needs: Sources and uses of funds approach, The structure of fund approach; Liquidity indicator approach; Legal reserve and money position management: legal reserves, reserve requirements, calculation of reserve; Different sources of reserves.

Managing and Deposit Liabilities:	Pricing	Types of deposit offered by banks; Position of deposits in the liabilities structure of banks; Structure of bank deposits of banks; Interest rates offered on different types of deposits; Pricing deposits at cost and profit margin; Using marginal cost to set interest rate on deposits; Pricing based on the total customer relationship.
Management of Capital:		Introduction to Bank for International Settlements and Basel; Concept and functions of capital; Capital and risk; Types of capital; Measurements of capital according to BASEL III.
Bank Lending: Policies and Procedures:		Types of loans: commercial lending, real estate lending, agricultural lending, loan to individuals-- hire purchase loans, credit card loans, education loan and medical care loan; Regulation of lending; Steps in lending process; Credit analysis; Sources of information about loan customers: credit scoring, credit rating agencies, credit information bureau; Blacklisting; Essentials of loan agreement; Recovery of loan.

Recommended Books:

Rose, P. S. & Hudgins, S. C. (2016). *Bank management and financial services*. New Delhi: Tata McGraw-Hill Education.

FB 5205: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives:

The core objective of this course is to share knowledge about the international business environment on different managerial aspect on international opportunities, risk and tools to manage the risks.

Intended Learning Outcomes (ILOs):

ILO-1: To learn about international financial systems, and market stakeholders.

ILO-2: To learn about international flow of funds and their mechanisms.

ILO-3: To learn about international sources of capital, potential institutions, and markets.

ILO-4: Lean about determination of exchange rates among currencies.

ILO-5: To learn about forecasting exchange rates, country risks, uses of derivatives.

Chapter	Contents
International financial system:	Domestic and international financial markets, Multinational Financial management, Goal of MNC, Theories of international business, International business methods, International opportunities, Exposure to international risk.
International flow of funds:	Balance of payments, International trade flows, Factor affecting international trade, Correcting balance of trade deficits, International capital flows.
International financial markets:	Motives for using international financial markets, foreign exchange market, Euro currency market, Euro credit market, Euro bond market, International stock market, International stock diversification, Factors affecting MNC value.
Exchange rate determination:	Measuring exchange rate movements, Exchange rate equilibrium, Speculating on anticipated exchange rates.
Government Influence on Exchange Rates:	Exchange rate systems, Exchange rate target zones, Government intervention, and intervention as a policy tool.
International Arbitrage and Interest Rate Parity:	International Arbitrage, Locational Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage, Comparison of Arbitrage Effects, Interest Rate Parity (IRP), Derivation of Interest Rate Parity.
Relationships among Inflation, Interest Rates, and Exchange Rates:	Purchasing Power Parity (PPP), Interpretations of Purchasing Power Parity, International Fisher Effect (IFE), Relationship IFE with Purchasing Power Parity, Comparison of the IRP, PPP, and IFE Theories.
Forecasting Exchange Rates:	Why Firms Forecast Exchange Rates, Forecasting Techniques, Technical Forecasting, Fundamental Forecasting, Market-Based Forecasting, Mixed Forecasting, Forecasting Services, Forecast Error.
Currency derivatives:	Forward market, Currency future market, Currency option market, Currency call options, Currency put options, Contingency graphs for currency options, Conditional currency options, and European currency options.
Measuring exposure to exchange rates fluctuation:	Relevancy of exchange rate, purchasing power parity argument, Investors hedge argument, Currency diversification argument, Stakeholder diversification argument, Types of exposure, Transaction exposure, Economic exposure, Translation exposure, Multinational cost of capital and capital budgeting, Country risk analysis.
Country Risk Analysis:	Why Country Risk Analysis Is Important, Political Risk Factors, Financial Risk Factors, Types of Country Risk Assessment, Techniques to Assess Country Risk, Measuring Country Risk.
Recommended Books:	

1. International Financial Management by Jeff Madura, Ninth Edition.
2. Multinational Financial Management by A.C. Shapiro, Latest Edition.

FB5206: BUSINESS RESEARCH METHODOLOGY

AIM OF THE COURSE :

After completing the module, a student will be able to employ varied research procedures and methods both at the time of data collection and data analysis with 95 percent of accuracy.

COURSE OBJECTIVES:

The course provides an introduction to qualitative and quantitative research approaches in a variety of business topics.

- It introduces students to modern viewpoints in business research and emphasizes the development of a variety of essential skills involved in framing research questions, reviewing the literature, and selecting acceptable procedures for various sorts of studies.
- It prepares students with the ability to develop practical skills in developing instruments for both qualitative and quantitative methods.
- It advances the knowledge in developing practical skills in analyzing both quantitative and qualitative data.

Intended Learning Outcomes(ILOs)

ILO-1:Conceptualize business research, understand objectives, types, conditions of research

ILO-2:Formulate research problem and framework using research process.

ILO-3:Understand various types of research design and their application.

ILO-4:Apply various measurement and scaling techniques in research formulation.

ILO-5:Use survey techniques in research process and determine errors in survey.

ILO-6:Acquire knowledge about how to write a business report.

ILO-7:Learn about emerging changes in business research.

Chapter	Contents
Introduction to Business Research:	Concept and Characteristics of Research – Research Onion and Research Paradigms – Approaches to Theory Development – Applied and Basic Business Research – Process of Business Research – When the Business Research is Needed - Business Research in the Twenty-first Century.
Research Design:	Identifying the Categories of Research Design – Exploratory, Descriptive and Causal Research – Errors in Business Research: Sampling and Non-sampling Errors – Research using Social Media and Mobile.
Secondary and Syndicated Data:	Primary versus Secondary Data – Advantages, Disadvantages and Uses of Secondary Data – Criteria for Evaluating Secondary Data – Internal and External Secondary Data – Syndicated Sources of Secondary Data.

Qualitative Research:	Qualitative versus Quantitative Research – Rationale for Using Qualitative Research – Focus Group Interviews – Depth Interviews – Projective Techniques.
Descriptive Research Design:	Classification of Descriptive Research Design: Survey Method, Telephone Method, Personal Method, Mail Method, Electronic Method – Comparative Evaluation of Survey Method – Comparison between Survey and Observation Methods – Ethnographic Research.
Sample and Sampling Techniques:	Sampling Design Process – Classification of Sampling Techniques: Nonprobability and Probability Sampling – Uses and Distinction between Probability and Nonprobability Techniques – Internet Sampling.
Questionnaire and Forms Design:	Questionnaire Design Process – Type of Interviewing Method – Overcoming Inability and Unwillingness to Answer – Choosing Question Structure – Choosing Question-Wording – Determining the Order of Questions – Form and Layout – Use of Google Form in Designing a Questionnaire.
Report Writing :	Contents of a Research Article and Report, Research Wording, Plagiarism and Referencing
Emerging Trends in Business Research:	Big data analytics in business research – Artificial intelligence and machine learning in research – Ethical implications of new technologies.

SUGGESTED TEXT BOOKS

1. Malhotra, N.K. (2020) *Marketing Research: An Applied Orientation*, 7th edition, Pearson Education.
2. Zikmund, W.G., Babin, B.J., Carr, J.C. and Griffin, M. (2013) *Business Research Methods*, 9th edition, Cengage Learning.
3. Saunders, M.N.K., Lewis, P. and Thornhill, A. (2019) *Research Methods for Business Students*, 8th edition, Pearson Education.