

Weekend MBA Program **HANDBOOK**



Dept. of Human Resource Management
Faculty of Business Administration
Jatiya Kabi Kazi Nazrul Islam University
Trishal, Mymensingh-2224, Bangladesh

Jatiya Kabi Kazi Nazrul Islam University

Trishal, Mymensingh

Department of Human Resource Management

The department of Human Resource Management has made its journey since 24 January 2011 as the pioneer department to this field in any public university of Bangladesh with a view to creating dynamic and qualified human resource professionals. The introduction of four year undergraduate and one year post graduate program for the regular students along with the weekend MBA programs for professionals make it compatible with the international requirements.

The department of HRM offers weekend MBA programs for the ambitious graduates and professionals with the clear commitment to the development of knowledge and understanding the theoretical concepts which are required in the phenomenal circumstances. All the degree programs are offered by the department-conducted by a number of highly qualified and foreign trained academic personnel to make the program successful. The multi dimensional academic background of the teaching staffs, their international standard research activities and its strategic curriculum has made it a foremost development of the Jatiya Kabi Kazi Nazrul University.

Department of Human Resource Management

List of Faculties

Sl No.	Name	Designation
01	Razuan Ahmed Shuvro Head	Associate Professor
02	Md. Rafiqul Amin	Associate Professor
03	Alvy Riasat Malik	Associate Professor
04	Masud Rana, PhD	Associate Professor
05	Md. Ashraful Alam	Associate Professor
06	Mohammad Milon	Assistant Professor
07	Rimon Sarker	Assistant Professor
08	Antara Mahbub (Study Leave)	Assistant Professor
09	Md. Atiqur Rahman Khan	Assistant Professor
10	Sajun Saha	Assistant Professor
11	Fahmida Sultana	Assistant Professor
12	Sharifa Akter	Assistant Professor
13	Md. Al-Amin	Lecturer
14	Mahmudul Hasan Pias	Lecturer

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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 Human Resource Management
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

3rd Semester

Course Code	Course Title
HRM- 6301	Entrepreneurship Development and Small Business Management
HRM- 6302	Organizational Behavior
HRM- 6303	Business Statistics
HRM- 6304	Industrial Relation
HRM- 6305	Training and Development

4th Semester

Course Code	Course Title
HRM- 6401	Compensation Management
HRM- 6402	Career Planning and Development
HRM- 6403	Strategic Human Resource Management
HRM- 6404	Conflict Management and Negotiation
HRM- 6405	Business Research
Internship/Masters Papers	
Viva-Voce	

Jatiya Kabi Kazi Nazrul Islam University
Department of Human Resource Management
Weekend MBA Program
Course Curriculum
Courses for One Year MBA Program (For Business Graduate)

Course Objectives, Outcomes and Contents

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

1st Semester

Course Code	Course Title
HRM- 6301	Entrepreneurship Development and Small Business Management
HRM- 6302	Organizational Behavior
HRM- 6303	Business Statistics
HRM- 6304	Industrial Relation
HRM- 6305	Training and Development
HRM- 6306	Human Resource Management

2nd Semester

Course Code	Course Title
HRM- 6401	Compensation Management
HRM- 6402	Career Planning and Development
HRM- 6403	Strategic Human Resource Management
HRM- 6404	Conflict Management and Negotiation
HRM- 6405	Business Research
HRM- 6406	Business Communication and Report Writing
Internship/Masters Papers	
Viva-Voce	

HRM- 6301: Entrepreneurship Development and Small Business Management

Entrepreneurship development and small business management is critical for the socio-economic development of country like Bangladesh. This course is designed to give the students a sense of identifying opportunities, generating business ideas, developing effective business plan, and managing small business enterprises effectively. Learning from this course would help the students to change their typical mindset from searching job to self-employment and creating jobs. In addition, this course will equip students with enough managerial skills to develop and run small business enterprises successfully.

Course Outline:

- 1. Entrepreneurship :** Evolution of the entrepreneurship concept – Functions of entrepreneur – Types of entrepreneur – Characteristics of an entrepreneur – Entrepreneurial career - Role of entrepreneurship in the economic development – Ethical and legal issues related to entrepreneurship – Social responsibilities of entrepreneur.
- 2. Factors Affecting Entrepreneurial Growth:** Environment for entrepreneurship development – Economic factors – Non-economic factors – Government actions.
- 3. Entrepreneurial Motivation:** Motivation theories – Testing entrepreneurial motivation – Entrepreneurial mind – Feeling – Role model in entrepreneurship development.
- 4. Entrepreneurial Competencies:** Meaning of entrepreneurial competencies or traits – Major entrepreneurial competencies – Developing entrepreneurial competencies.
- 5. Business Opportunity Scanning:** Identifying and evaluating business opportunities – Generating ideas – Transforming ideas into business opportunities.
- 6. Business Planning:** Market research – Business planning process – Financial plan – Organizational plan – Marketing plan – Major benefits of business plan.
- 7. Entrepreneurship Development in Bangladesh:** Entrepreneurship development program (EDP) – Objectives and needs of EDP – Government policy and institutional support for entrepreneurship development in Bangladesh.
- 8. Small Business :** Definition – Characteristics – Role of small business in the economic development – Growth strategies in small business – Problems of small-scale industries
- 9. Financing Small Business:** Sources of finance – Capital structure – Term loans – Short-term loan – Venture capital.
- 10. Small Enterprises in International Business:** Export performance and trends of small enterprises – Major constraints – Measures to handle the constraints.

Books Recommended:

- a) Hisrich, Robert D. and Peters, Michael P. “**Entrepreneurship Development**”, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2002.
- b) D. Holt, “**Entrepreneurship: A New Venture Creation**”, prentice Hall Inc, New Jersey, USA

- c) Kent R. Blawatt, “**Entrepreneurship: Process and Management**”, Prentice Hall Int. Inc. Englewood Cliffs USA
- d) Calvin A. Kent, “**The Environment of Entrepreneurship**”, Lexington Books, Toronto, USA
- e) AHMH Rahman , “**Entrepreneurship and Small Enterprise Development in Bangladesh**”, BBR, Dhaka University
- f) Khanka, S. S. “**Entrepreneurial Development**”, S. Chand & Sons Limited, New Delhi, 2000.
- g) Khan, A.R., “**Entrepreneurship, Small Business and Lives of Successful Entrepreneurs**”, Ruby Publications, Dhaka.
- h) Siropolis, Nicholas, “**Entrepreneurship and Small Business Management**”, Houghton Mifflin Company.

HRM- 6302 : Organizational Behavior

BBA students are the future leaders of the corporate world. After graduation they will work with the organization leaders in vision setting, team building, and organizational structure designing, initiating and managing change. Keeping these in mind this course is designed with special focus on the organizational environment, structure, dynamics, organization development and theories, leadership and managing workforce in changing environment. Understanding the course would help the students in developing a sound organizational culture enhancing organizational competitiveness and achieving organizational objectives with positive mind-set in facing the future challenges effectively.

Course Outline:

- 1. Introduction** : Organization theories – Classical, neoclassical and modern theories - Defining organizational behavior – Organizational behavior vs. other disciplines – Significance of organizational behavior – Some research foundations of organizational behavior – Experimental reorganization of management – Theory X and theory Y.
- 2. Foundations of Individual Behavior in Organization:** Conceptual framework for understanding individual behavior as an input-output system – Biological foundations of behavior – Sensation – Cognitive process – Beliefs – Attitudes – Values.
- 3. Motivation:** Nature of motivation – Theories of motivation – Maslow’s hierarchy theory – Herzberg’s theory – Vroom’s expectancy theory - Motivation and productivity – Managing work motivation.
- 4. Group Dynamics and Team working** : Understanding group dynamics – Types and functions of group – Committee groups – Informal groups – Quality circles – Emerging concepts of team working – Significance of team working – Types of teams – Team building.

5. **Morale:** Definition and measurement of morale – Morale and productivity – Indices of low morale – Measures to improve morale.
6. **Leadership:** Nature and significance of leadership – Leadership traits and skills – Leadership styles – Managerial grid – Determinants of leadership – Theories of leadership.
7. **Conflict:** Definition – Sources of conflict – Classification of conflict – Approaches to conflict management.
8. **Stress:** Nature of occupational stress – Definition of stress – Mechanism and sources of occupational stress – Strategies for coping with stress.
9. **Organizational Change and Development:** Goals and objectives of Organizational change and development – Approaches to organizational change – Resistance to change – Requisites for organizational development – Steps in organizational development.
10. **Managing Organization:** Need for innovative approaches – The concept of quality of work life – Strategies to improve quality of work life - Empowerment – Pre-requisites for empowerment – Process of empowerment.

Books Recommended :

- a) Robbins, S.P., **“Organizational Behavior”**, Prentice Hall. New York, USA
- b) Newstrom J.W., and Davis K., **“Organizational Behavior: Human Behavior at Work”**, McGraw-Hill.
- c) Griffin R.W., and Moorhead G., **“Organizational Behavior”**, Houghton Mifflin.
- d) Dwivedi, R. S., **“Human Relations and Organizational Behavior: A Global Perspective”**, Macmillan India Ltd, New Delhi, 2003.
- e) Robert Kreitner and Angelo Kinicki, **“Organizational Behavior”**, Irwin McGraw Hill, Boston, USA
- f) S.P. Robbins, **“Organizational Behavior”**, Prentice Hall India Ltd, New Delhi, India
- g) W.T. Greenwood: **“Management and Organization Behavior Theories”**.

HRM- 6303 : Business Statistics

Aim of this course is to equip students with the knowledge of statistical tools and techniques used in business and research. It deals with the basic concepts of statistics, measures of central tendency, measures of dispersion, correlation and regression and sampling. This course would help the students in making better business decision with the aid of statistical tools. Moreover, it would make the students capable of doing business research using statistical tools.

Course Outline:

- 1. Introduction:** Definition of Statistics – Characteristics & nature of statistics – Purposes & importance of statistics – Functions and limitations of statistics.
- 2. Data Collection, Processing and Presentation:** Meaning – Primary vs. secondary data – Collection of primary data – Collection of secondary data – characteristics and objectives of classification – Rules of classification – Types of classification – Frequency distribution – Graphical presentation of data.
- 3. Sampling & Sampling Distribution:** Sampling of the population – Probability sampling – Random sampling – Cluster sampling – Sampling error – Standard error of sample mean – Sampling distribution of the sample means – Central limit theorem – Confidence interval for a population – Finite population correction factor – Choosing appropriate sample size.
- 4. Measurement of Central Tendency:** Meaning – Characteristics – types and functions of average – Calculation of mean, median, mode, quartiles, deciles, percentiles for continuous series and discrete series
- 5. Skewness, Moments, and Kurtosis:** Moments from arbitrary value moments from mean-relations between moment's measures of Skewness and Kurtosis and their uses.
- 6. Dispersion:** Methods of measuring dispersion – Mean deviation – Quartile deviation– Coefficient of mean deviation – Properties of Standard deviation – Coefficient of variation – Lorenz curve.
- 7. Correlation & Regression:** Types of correlation– Methods of calculating correlation – Karl Pearson's coefficient of correlation – Rank correlation – Uses of regression analysis – Method of studying regression – Regression equations –Regression lines – Calculation of regression coefficient – Calculating the regression coefficient for bivariate data – Calculating standard error – Coefficient of determination.

Books Recommended:

- Gupta, SP & Gupta, MP, “**Business Statistics**”, Sultan Chand & Sons, New Delhi, 2003.
- Yale and Kendall: “**Introduction to Theory of Statistics**”.
- Richard Levin: “**Statistics of Management**”.
- Md. Ali Mian and Alimullah Miyan : “**An Introduction to Statistics**”, Ideal Library, Dhaka
- M.C. Shukla and B.B. Gulshan: “**Statistics: Theory and Practice**”.

HRM- 6304 : Industrial Relation

This course provide a framework of concepts and knowledge for understanding and analyzing approaches to industrial relations, the roles of the major participants in industrial relations, the issues confronting them and the strategies and processes used.

Course Outline:

1. **Introduction to Industrial Relations:** Approaches to industrial relations: Introduction, The nature of employment organizations, Nature of industrial relations, wider approaches to industrial relations. Context of Industrial Relations: Economic, social and political environments, Development of industrial relations, Concepts and values in industrial relations.
2. **Trade union:** Trade union development and function: Introduction, Trade union development, Trade union functions, Union character and strategy, Trade union organization, Trade union structure.
3. **Representation at the workplace:** Non-union representation, Trade union recognition, Union workplace representative, Management and employer's associations, the role of government, Government intervention and strategies.
4. **Collective bargaining:** The nature of collective bargaining: Legislative framework, Functions, Content, The structure of collective bargaining:
5. **Employee involvement and participation:** Approaches to involvement and participation: Typology of forms, Pressures for participation, Management and union perceptions of involvement and participation.
6. **Industrial action:** Functions and forms of industrial action, Management and industrial action, Influences of industrial action, Legal framework of disputes.
7. **Conciliation and arbitration:** The nature of conciliation and arbitration, Relationship to the collective bargaining process, Advisory, Conciliation and Arbitration Services.
8. **Negotiation:** Introduction, The negotiator: Psychological basis of negotiation, Task of negotiator, Relations between negotiator and principals, Negotiating encounter
9. **Pay and working arrangements:** Pay determination: Equity in pay, Arguments used in pay bargaining. Working arrangements: Productivity bargaining, new technology agreements, Labor flexibility.
10. **Grievance, discipline and redundancy procedures:** Grievances and disputes: Typology of employee dissatisfaction, Grievance/disputes procedure. Discipline and dismissal: Formal disciplinary process, Legal framework. Redundancy: Nature of redundancy, Legal framework, handling redundancy.
11. **Industrial relations in Bangladesh:** History of industrial relations in Bangladesh, Trade unionism, Disputes settlement in Bangladesh, Labor policy, ILO and Bangladesh.

Books Recommended:

- a) Salamon Michael, (2000), “**Industrial Relations: Theory and Practice**”, Fourth Edition, Pearson Education Limited, England.
- b) Khan, Md. Ansar Ali, “**Bangladesh Labor and Industrial Law**”, National Law Book House, Dhaka.
- c) Monappa, Arun, “**Industrial Relations**”, Tata McGraw-Hill, New Delhi.
- d) Dale Yoder and Paul D. Staudohar, “**Personnel Management and Industrial Relations**”, Prentice-Hall of India.
- e) Biswanath Ghosh, “**Personnel Management and Industrial Relations**”, The world Press Private Ltd.
- f) P. Subba Rao, “**Essentials of Human Resource Management and Industrial Relations**”, Himalaya Publishing House, 1999, New Delhi, India.
- g) R.S. Dwivedi, “**Managing Human Resource (Industrial Relations)**”, Galgotia Publishing Co. 2000, New Delhi, India.
- h) Kamruddin Ahamed, “**Labor Movement in Bangladesh**”

HRM- 6305 : Training and Development

- 1. Concept of Training:** Training and education, process and phases of training, determination of training strategy;
- 2. Need Assessment:** environmental analysis, organizational analysis, individual analysis, tools and techniques of need analysis;
- 3. Training Design:** Elements of program design, policy and planning, setting objectives, organizing, time and material factors, curricula and its elements;
- 4. Methods of Training:** Lecture as a method of training, action learning, case method, experience learning, simulation method, business games, colloquy, conference, symposium and syndicate, group learning, transactional analysis;
- 5. Training Implementation:** contents and its impact on implementation, teaching aids and logistics, program implementation, creating enabling learning environment;
- 6. Training Evaluation and Follow up:** Levels of evaluation, evaluation instruments.
- 7. Theories and management of organization development:** Operational concept, characteristic and foundations of managing the organization development and action research.
- 8. OD Intervention:** Overview, team intervention, inter group and third party interventions, Personal, interpersonal and group process intervention, comprehensive interventions, structural intervention, conditions for optimal success and training success.

9. Key considerations and issues: System ramification, issues in consultant client relationship, mechanistic, organic and contingency approach, power and politics, research on organization development and future of organizational development.

Books Recommended:

- a) Prokopenko, Joseph (Ed), **“Management Development”** International Labor Office.
- b) Lynton, Rolf, P., and Pareek, Udai, **“Training and Development”**, Richard D. Irwin.
- c) Wenlell L French and Cecil H Bell, **Organization Development**. NJ: Prentice Hall
- d) Robert D. Smither, John M.Houston and Sandra A. McIntire, **Organization Development: Strategies for Changing Environment**. New Delhi: Pearson Education Asia
- e) Carter, W., **“Managing Organizational Change”**, McGraw-Hill.
- f) Burgess, J.H., **“Managing Stress for a Healthier Life”**, Wellness Institute, Inc. USA
- g) Cumming T.G., and Worley C.G., **"Organization Development and Change"** West Publishing Company.

HRM- 6306 : Human Resource Management

This course aims to better understand to manage people in workplace, make more informed decisions on human resource affairs at work and develop skills to be a more effective human resource manager.

Course Outline:

- 1. The Strategic Role of Human Resource Management:** Manager’s human resource management jobs, changing environment of HR management, measuring HR’s contribution: strategy, metrics, and the HR scorecard, the new HR manager.
- 2. Job Analysis:** Nature of job analysis, methods of collecting job analysis information, writing job description and job specification.
- 3. Personnel Planning and Recruiting:** Planning and forecasting, effective recruiting, internal sources of candidates, outside sources of candidates.
- 4. Employee testing and Selection:** Basic testing concepts, types of tests, work samples and simulations, Background investigations and other selection methods.
- 5. Training and Developing Employees:** Training process, training methods, evaluating the training effort.
- 6. Performance Management and Appraisal:** Basic concepts in performance appraisal and performance management, an introduction to appraising performance, appraising performance: problems and solutions, appraisal interview, creating the total performance management process.

7. **Managing Careers:** Basics of career management, roles in career development, managing promotions and transfers, enhancing diversity through career management, career management and employee commitment.
8. **Establishing Strategic Pay Plans:** Determining pay rates, establishing pay rates, pricing managerial and professional jobs, competency-based pay, other compensation trends.
9. **Pay for Performance and Financial Incentives:** Money and motivation: An introduction, individual employee incentive and recognition programs, organization wide variable pay plans, incentives for managers and executives.
10. **Ethics, Justice, and Fair Treatment in HR Management:** Ethics and fair treatment at work, what shapes ethical behavior at work?, role of HR management in fostering ethics and fair treatment, employee discipline and privacy.

Books Recommended:

- a) Gary Dessler, (2005), “**Human Resource Management**”, Tenth edition, Prentice-Hall of India private Limited, New Delhi.
- b) Wendell French, “**Human Resource Management**”, Houghton Mifflin Co, Boston, USA
- c) William Aurther and Keith Davis, “**Human Resource Management**”
- d) David A DeCenzo and Stephen P.Robbins, “**Personnel/Human Resource Management**”, Prentice Hall, Inc. Englewood cliffs, USA
- e) Michael J. Jucius, “**Personnel Management**”. Richard D. Irwin, Inc. Illionis, USA
- f) Herbert J Chrunden and Arthur W. Sherman Jr, “**Managing Human Resources**”, South Western Publishing Co

HRM- 6401 : Compensation Management

1. **Introduction** to the compensation Management: Concepts, the reward systems, the world of pay and compensation, organizational structure, strategic and tactical compensation issues, Legislation’s
2. **Microeconomics Compensation Concept:** Job Analysis, Job description, Job evaluation, surveying market pay and compensation practices, designing base pay structure, team based pay on a knowledge based world
3. **Macroeconomic Compensation Concepts:** Measuring and paying for performance, short term incentives, long term incentives and wealth building, executive and international compensation, Benefits and services, and pay delivery administration

Books Recommended

- a) Richard I Henderson, “**Compensation Management**”, NJ Prentice Hall
- b) Richard I Henderson, “**Compensation Management in Knowledge based world**”. NJ Prentice Hall

HRM- 6402 : Career Planning and Development

1. **Introduction to the study of careers:** The changing landscape of work, Definitions of career concepts, Need to understand career management.
2. **Model of career management:** Applications of the career management model: A guide to career exploration, Types of career exploration, Techniques for effective self-exploration programs, Informal self-exploration.
3. **Applications of the career management model: goals, Strategies, and appraisal:** Career goal setting, Implications of setting goal for organizations and their employees, Career strategies, Career appraisal, Career management: a blend of formal and informal activities.
4. **Career development: an overview:** Adult life development, Stages of career development.
5. **Occupational choice: Preparation for work, Organizational entry:** Theories of occupational choice, Guidelines for effective occupational decision making
6. **Early career: establishment and achievement:** Establishment period: Organizational actions during establishment, Individual actions during establishment, Achievement period: Organizational actions during achievement, Individual actions during achievement.
7. **Middle and late career issues:** Middle career: Remaining productive-growth, maintenance, or stagnation, Organizational actions during mid-career, individual actions during mid-career, late-career: Organizational actions during late-career, individual actions during late career.
8. **Job stress:** Job stress, Sources and consequences of stress, coping, social support, and stress.
9. **Intersection of work and family roles: implications for career management:** Model of work-family conflict, Work-family integration, Two-career family, Quality of life in two-career families, Organizational responses to work-families issues, Changing the organization's work-family culture, Career management and the quality of life.
10. **Organizational career management systems:** Overview of career management practices in organizations.
11. **Managing diversity:** Fairness in organizations, Model of organizational fairness, Is diversity inherently valuable, Organizational actions.
12. **Human resource support systems:** Integration of career management with human resource systems, Illustrations of career-oriented human resource systems.

Books Recommended:

Jeffrey H. Greenhus, (2000), **Career Management**, the Dryden Press Harcourt College Publishers.

HRM- 6403 : Strategic Human Resource Management

Familiarity with the systematic analysis of the environment and the decision rules, policy formulation and administration, business risks and opportunities, strategies and alternatives is very important for the business executives. This course focuses on the situational aspects and emerging issues that have management implications. The course gives emphasis on defining organizational mission, setting goals, analyzing competitors, gaining competitive advantage and formulating competitive strategies. Case method of teaching will provide the basic input, group discussion, and selected readings on the emerging issues will enable students to solve the real life business problems with competitive advantage. Thus, learning from this course will make students matured enough to contribute in improving competitive status and achieving organizational objectives.

Course Outline:

1. **Introduction:** Different views of strategic management – Meaning of policy and strategy – Concepts of business goal – Objective – Mission – Mission statement – Competitive advantage – Strategic leadership – Strategic intent – Strategic planning – Strategic decision making – Critical issues of strategic management – Benefits & pitfalls of strategic management.
2. **External Analysis:** Analyzing external environment – Analyzing industry structure using the ‘Five Forces’ model – Macro environment – National and global environment – Processes for analyzing the external environment.
3. **Internal Analysis:** Distinctive competencies – Competitive advantage – Value chain – Generic building blocks of competitive advantage – Business functions – Avoiding failure and sustaining competitive advantage.
4. **Functional Level Strategy:** Achieving superior efficiency – Achieving superior quality – Achieving superior innovation – Achieving superior customer responsiveness.
5. **Business Level Strategy (BLS):** Definition of BLS – Choosing a generic business level strategy – Strategic group and business level strategy – Choosing an investment strategy at the business level – Competitive positioning and BLS.
6. **Strategy in the Global Environment:** Increasing profitability through global expansion – Strategic choice for the global environment – Basic entry decisions in the global market – Global strategic alliances.
7. **Corporate Strategy:** Horizontal integration and vertical integration – Alternative to vertical integration – Expanding beyond a single industry – Increasing profitability through diversification – Types of diversification – Diversification – Restructuring.
8. **Corporate Performance and Governance:** The causes of poor performance – Strategic change improving performance – Governance mechanism – Ethics and strategy.
9. **Implementing Strategy:** Implementing strategy through organizational structure – Control and culture – Building blocks of organizational structure – Strategic control system – Implementing strategy in single industry. Managing corporate strategy through multidivisional structure-Structure and corporate level strategy.

Books Recommended:

- a) Thomson Arthur A., and Strickland A.J., “**Strategic Management: Concepts and Cases**”, McGraw Hill.
- b) Colin, W., “**Strategic Management**”, Palgrave Macmillan.
- c) Hunger J.D., and Wheelen, T.L., “**Essentials of Strategic Management**”, Prentice-Hall, Inc.
- d) David, Fred, “**Strategic Management: Concepts and Cases**”, Prentice-Hall, Inc.
- e) Charles, W. L. Hill and Gareth, R. Jones, “**Strategic Management: An Integrated Approach**”, Houghton Mifflin Co., Boston, 2004.
- f) Miller, Alex, “**Strategic Management**”, 3rd edition, McGraw Hill/Irwin, New Jersey, 1998.

HRM- 6404 : Conflict Management and Negotiation

1. **Conflict interest and goals:** The discovery of conflicts of interest, Assess the types of goals for conflict resolution, Classify the orientations of power within a conflict.
2. **Conflict Styles and Tactics:** Discuss the role of flexibility in conflict, Evaluate the Rescuer Syndrome, Describe the approaches to conflict.
3. **Assessing conflicts:** Systems theory of conflict resolution, Develop a conflict triangle based on a social issue.
4. **The processing of Grievances:** The grievance machinery, Steps of handling grievance
5. **Disciplinary action:** Basic elements of the disciplinary-action process, Disciplinary-action penalties, Quads to disciplinary action.
6. **Conflicts in organization:** Nature of conflicts, Effects of conflicts in organizations, Sources of conflicts, Levels of conflicts.
7. **Conflict Resolution process:** Diagnostic model of interpersonal conflict, Strategic ingredients supporting productive dialogue, techniques for managing a dialogue, third party attributes.

Recommended Texts:

- a) Lewicki, Essentials of Negotiation. NY: McGraw-Hill.
- b) Mayer, Bernard (2000). The Dynamics of Conflict Resolution. San Francisco, CA: Jossey-Bass
- c) Afzal A. Rahim, Managing conflict in Organizations.
- d) Khan, A. A., Taher, M. A., and Billah, M., Conflict management and Negotiation, Abir Publication.

HRM- 6405 : Business Research

1. **Introduction:** Definition of business research – Types of research – The language of research – Steps of research process – Significance of research to the managers – Ethics in business research.
2. **Research Design** – Classification of research design – Secondary data searches – Qualitative research – Observation studies – Surveys – Experimentation.
3. **Research Process:** The management research question – Research process issues – Designing research proposal.
4. **Sources and Collection of Data:** Nature of measurement – Measurement scales – Rating scales – Ranking scales – Selecting measurement scales - Scaling – Validity and Reliability – Questionnaire and instruments.
5. **Sampling Design:** Nature – Steps in sampling design – Probability and non-probability sampling – Sample size determination.
6. **Analysis and Presentation of Data:** Editing – Coding – Data entry - Exploring, displaying and examining data – Hypothesis testing – Bivariate and multivariate analysis.
7. **Presenting Insights and Findings:** The written research report – Research report component – Writing the report – Presentation of statistics – Oral presentation – Bibliography and reference writing.

Books Recommended:

- a. Uma Sekar; **Research Methodology for Business.**
- b. Cooper, Donald R. and Schindler, Pamela S., **Business Research Methods**, McGraw-Hill/Irwin, New Jersey, 2006.
- c. Devis and Consenza; **Business Research for Decision Making.**
- d. W.G. Zikmund; **Business Research Methods.**
- e. C.R. Kotheri; **Research Methodology.**

HRM- 6406 : Business Communication and Report Writing

In the competitive job market effective communication ability creates competitive advantage. Besides, communication plays a very important role in the effective operations and successful management of business organizations. In the above context, this course incorporates basic communication theory, applications of functional English in speaking and writing, and techniques of communication through business letters, reports, Internet and other electronics media. Successful completion of the course would make students familiar with the modern practices in oral and written communication and the use of information technology in effective communication.

Course Outline:

1. **Introduction:** The Role of Communication in Business – Purpose of business communication – Forms of communication in business – Communication networks in the organization – barriers to effective communication – managing barriers to improve communication effectiveness – Communication Process.
2. **Communication Process:** Essential elements-One way communication-Two-way communication-Models of communication.
3. **Types of Communication:** Oral-Written-Audio-Visual-Non-Verbal.
4. **Different Perspective of Communication:** Downward-Upward, Horizontal-Vertical, Formal-Informal, Internal-External, Mass Communication.
5. **Indirectness in Persuasion and Sales Messages:** Determining the persuasion – Getting attention in the opening – Making the request clearly & positively – Summarizing the general plan – Persuasive message – Sales message – The art of refusal of requests in modest form and adjustment of refusal.
6. **Meeting:** Types of meeting-Writing notice, agenda and Minutes of meetings-Covering and conducting meetings-Points of information-Points of order motions.
7. **Communication through letters:** Types of letter, Style & structure, Circular, Enquiry, Order, Complaint, Regret, Dunning, Circular.
8. **Employment Communication:** Preparing a CV/Resume-writing an application letter-Completing an application form.
9. **Report Writing:** Analytical Reports-Planning, Business Reports-Organizing business reports, Writing the final reports.
10. **Presentation Tips:** Tips for becoming an active communicator.

Books Recommended:

- a) Lesikar, Remon V., Flatley, Marie E. and John D. Jr., **Basic Business Communication**, Tata McGraw-Hill Publishing Company, New Delhi, 2005.
- b) Mohammad Mohiuddin, **Business Communication**, New Age Publications, Dhaka, 2005.
- c) Khan, A.A. **Business Communication**, Abir Publications, Dhaka.
- d) Ali, M. Omar; **Business Communication**.