

Weekend MBA Program **HANDBOOK**



Department of Management
Faculty of Business Administration
Jatiya Kabi Kazi Nazrul Islam University
Trishal, Mymensingh-2224, Bangladesh

Profile of the Department of Management

The name of this department is the department of management. This department commenced its journey under the faculty of business administration from session 2018-2019. It is the fourth department of the faculty of business administration. During its inception, the department had four teachers, fifty six students and two support staffs. The first head of the department was Mr. Razuan Ahmed Shuvro and the current head of the department is Mr. Md. Jahangir Alam. At present, this department has five batches with approximate two hundred and fifty students and the department offers both graduation and post graduation level programs in management. The graduation program, Bachelor of Business Administration (BBA), is a four-year program that aims to equip students with a solid foundation in business management. The post-graduation program, Master of Business Administration (MBA), is a one-year program designed to prepare students for leadership positions in the corporate world. The program provides students with a deeper understanding of business management and its various functions. This department also offers MBA (Weekend) program; It provides a 1-year degree for business graduates and a 2-year degree for non-business graduates.

The Department of Management at JKKNIU also offers opportunities for research and publication. The faculty members are actively engaged in research in various areas of management and regularly publish their research in reputed journals. It also aims to provide quality education and produce skilled professionals who can contribute to the development of the country's business and economic sector.

Vision

To produce qualified graduates who will contribute to the creation of a knowledge-based society.

Mission

- To offer management education that meets international standards in order to get management professionals ready to perform well on the national and worldwide stage.
The specific missions are as under:
- To create a curriculum with intended outcomes;
- To foster a supportive learning environment within the department;
- To ease the planning of the teaching, learning, and research processes;
- To work along with institutional and industrial sectors; and
- To focus the programs on providing services to the community.

Objective:

To provide undergraduate, graduate, and postgraduate students with opportunities for high-quality education, research, and training in various functional areas of management by upholding a top-notch academic environment, utilizing highly qualified teaching resources, and providing other facilities in order to make them efficient and effective human resources keeping up with the demand in the twenty-first century.

Department of Management

List of Faculties

Sl No.	Name	Designation
01	Md. Jahangir Alam Head	Assistant Professor
02	Mohammad Toriqul Islam Jony	Assistant Professor
03	Hillol Fouzder (Study Leave)	Assistant Professor
04	Mohammed Rafiqul Islam	Assistant Professor

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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 Management
Weekend MBA (Two-years) Program
(For non-business graduates)

Course Curriculum

SEMESTER-WISE COURSE CODE AND TITLE

[Each of the courses is of three credit hours]

FIRST SEMESTER	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	FBA 5201	Human Resource Management
	FBA 5202	Fundamentals of Finance
	FBA 5203	Managerial Economics
	FBA 5204	Legal Environment of Business
	FBA 5205	Business Information Systems

THIRD SEMESTER	MGT-5102	Organizational Behavior
	MGT-5103	Entrepreneurship Development & SME Management
	MGT-5104	International Business
	MGT-5105	Business Statistics
	MGT-5106	Strategic Management

FOURTH SEMESTER	MGT-5202	Organizational Change and Development
	MGT-5203	Diversity Management
	MGT-5204	Project Management
	MGT-5205	Management of Information and Technology
	MGT-5206	Business Research Methods
	Internship/Research Report	
	Viva-voce	
*Internship/research report and Viva-voce is of three credit hours each		

Jatiya Kabi Kazi Nazrul Islam University
Department of Management
Weekend MBA (One-year) Program
(For business graduates)

Course Curriculum

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

FIRST SEMESTER	MGT-5101	Fundamentals of Management
	MGT-5102	Organizational Behavior
	MGT-5103	Entrepreneurship Development & SME Management
	MGT-5104	International Business
	MGT-5105	Business Statistics
	MGT-5106	Strategic Management

SECOND SEMESTER	MGT-5201	Managerial Economics
	MGT-5202	Organizational Development and Change
	MGT-5203	Diversity Management
	MGT-5204	Project Management
	MGT-5205	Management of Information and Technology
	MGT-5206	Business Research Methods
	Internship/Research Report	
	Viva-voce	

*Internship/research report and Viva-voce is of three credit hours each		
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MGT-5101: FUNDAMENTALS OF MANAGEMENT

Course Objectives: This course is an introduction to the management Process. This will help the students learn the various theories besides gaining the fundamental concepts of management. The students will also learn the various functions of management process consisting of planning, organization, leadership, control and so on.

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

ILO-1: define management, the skills and competencies they should possess for discharging their roles effectively and efficiently as a future manager.

ILO-2: understand the rewards and challenges of being a manager.

ILO-3: learn how to plan and take decisions, organize/design the job fitting with strategy, motivate and lead employees to tap into their full potential and above all control work activities properly.

ILO-4: manage and develop organizations successfully.

Course Contents:

Introduction to Management: Definition of management, Nature, purpose and principles of management - Need for organizations and managers- Managerial responsibility - Types of managers - management process- Skills - Managerial roles - Concept of productivity, effectiveness and efficiency - Managerial and organizational performance.

Environment: Internal and external environment of organizations - Components of external environment-Elements of direct action environment - Elements of indirect action environment - International environment- Managing environment.

Planning: Nature of Planning - Types of planning - Steps in planning - Tools and techniques for planning- The planning process.

Objectives: Nature of objectives - Management by Objectives (MBO) - The process of MBO - Setting objectives - Benefits and weaknesses of MBO.

Decision Making: Decision making process - Problem and opportunity finding - Nature of managerial decision making - Other factors in decision making - Decision Support Systems.

Organizing: Organizational structure - Division of work- Span of management - Departmentation- Line and Staff-Delegation of authority-Centralization and decentralization - Coordination- Committee and group decision making.

Leading: Human factors in managing - Relevant theories, Creativity and innovation - Motivation - Leadership.

Controlling: Meaning and importance of control -Types of control methods - Control process - Requirements for effective controls - Information systems and control.

Recommended References:

1. Harold Koontz and Heinz Weihrich, Management, McGraw-Hill Book Company, New York (USA)
2. James A.F. Stonner and R. Edward Freeman Management, Prentice Hall of India Private Limited, New Delhi.
3. R.W. Griffin, Management, A.I.T.B.S. Publishers and Distributor, New Delhi.
4. John M. Ivancevich, James H. Donnelly, Jr. and James L. Gibson, Management : Principles and Functions, Richard D. Irwin Inc. Illinois (USA)

MGT-5102: ORGANIZATIONAL BEHAVIOR

Course Objectives: By going through this course the students will learn various aspects of individual and group behavior in terms of various models in the context of social and organizational settings. The course will enable the students to learn the basic concepts of motivation, perception, learning, dominant models of learning organizations, nature of individual and organizational conflicts, leadership, and how to manage individual and interpersonal behavior that is group dynamics and management of change.

Intended Learning Outcomes (ILOs): After completion of the course, the students will be able to-

1. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
2. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
5. Explain how organizational change and culture affect working relationships within organizations.

Course Contents:

- 1. Introduction and Overview:** Definition-Nature and importance of organizational behavior- Individual behavior and its element-Fundamental element of organizational behavior- The dynamics of people and organizations-Models of organizational behavior- Social system and organizational culture.
- 2. Learning Organization:** Organizational learning and the learning organization-Dominant models of the learning organization-Power and politics.
- 3. Conflict in Organization:** Industrial conflict-Organizational conflicts at the individual and group level-Organizational reaction to conflicts at the individual and group level-Organizational reaction to conflict-Inter organizational conflict.
- 4. Motivation and Reward Systems:** Motivational basics-Motivational applications-Appraising and Rewarding performance. •
- 5. Leadership in Organization:** Leadership traits and characteristics-Personality factors- Situation factors-Interaction of personality and situation factors Leadership effectiveness- Empowerment and participation.
- 6. Individual and Interpersonal Behavior:** Employee attitude and their effects Issues between organizations and individuals-Interpersonal behavior-Quality of Work Life.
- 7. Group Behavior:** Group dynamics-the formal and informal groups-Team and team Buildings-Team work.
- 8. Change and its Effect:** Work change-Resistance to change-Managing change-Employee stress and counseling.

Books Recommended:

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|---|-----------------------------------|---|
| 1 | Newstrom and Davis | Organizational Behavior-Human Behavior at Work |
| 2 | S.P.Robbins- T.A. Judge-S. Sanghi | Organizational Behavior |
| 3 | W. T. Greenwood | Management and Organization Behavior Theories |
| 4 | Keith Davis | Human Relation at Work: The Dynamics of Organization Behavior |

MGT-5103: ENTREPRENEURSHIP DEVELOPMENT AND SME MANAGEMENT

Course Objectives: The main objective of this course is to introduce students to the fundamentals of Entrepreneurship Development. The purpose is to create consciousness among students and stimulate them to choose entrepreneurship as a profession. Generating self-employment () and developing the strength of self confidence among the individuals with special reference to youths & rural masses. Another objective is to create awareness amongst youths of the country having Science & Technological background to opt entrepreneurship as a career.

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

1. Understand the importance of entrepreneurship development and SME management;
2. Analyze the entrepreneurship environment and strategies;
3. Understand and develop business plan.

Course Contents:

1.The Foundation of Entrepreneurship: Definition of entrepreneur and Entrepreneurship- Classification of Entrepreneurs-Characteristics and qualities of entrepreneur-Functions of entrepreneur- Entrepreneur vs. Manager-Entrepreneurial environment- Intrapreneurship- Entrepreneurship as critical resources.

2.Theories and Models on Entrepreneurship: Psychological theories-Socio-psychological and cultural theories -Other theories- Model of entrepreneurial motivation- Assistance and entrepreneurial development cycle.

3.Women Entrepreneurship: Concept- Women and economic development-Problems- Prospects and success factors of women entrepreneurship Development in Bangladesh.

4.Social Entrepreneurship: Background- characteristics and Concept of social entrepreneurship & social entrepreneur- drivers of social entrepreneurship typologies of social entrepreneurship- importance of social entrepreneurship challenges and opportunities of social entrepreneurs- concept- principles- types and model of social business- social entrepreneurship in Bangladesh- Cases of social entrepreneurs.

5.Entrepreneurship Development in Bangladesh: Problems and prospects of entrepreneurship development in Bangladesh-Policy guidelines and sources of institutional assistances for entrepreneurship development-Role of BSCIC-MIDAS- Grammen Bank- Universities and government & non-government organizations in the development of entrepreneurship development in Bangladesh-Different schemes of entrepreneurial training in Bangladesh.

6.Introduction to SMEs: Concept of SMEs in different countries- Role and features of SMEs- Comparison with large business - Fields of SMEsGovernment policies and support of SMEs development in BD- Problems of SMEs- current status of SMEs in Bangladesh.

7.Business plan: Outline of a model business plan for small firm - Valuation of a business -The cost approach - The market value approach -The capitalized income approach -Buying an existing business vs. new one.

8.Franchising:Purpose-Types-Problems-Evaluating Franchise Opportunities Future of franchising.

9.Management of SMEs: Understanding various aspects of small business management - Marketing of small business -Financial management of small business - Legal aspects of small business.

Books Recommended:

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| 1 | Thomas W. Zimmerer and Norman M. Scarborough | Essentials of Entrepreneurship and Small Business Management |
| 2 | Robert D. Hisrich and Michael P. Peters | Entrepreneurship |

MGT-5104: INTERNATIONAL BUSINESS

Course Objectives:The aim of this course is to make students familiar with the field of international business in terms of three basic areas comprising theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context. This course will enable the students to analyze international situations and evaluate contemporary issues in international business. This will moreover help students learn various global business level strategies including internationalization strategies.

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

1. Define and understand International Business and the impact of environmental differences.
2. Describe the trade and investment theories in international context.
3. Analyze a foreign market; choose appropriate strategies and modes to enter in it.
4. Assess the current issues in international business

Course Contents:

1. **Introduction to International Business:** Globalization-Nature of international Business- Reasons for engagement in international Business-Modes of operations in international business.

2. **Comparative Environmental Frameworks:** Cultural Environment-Political and legal Environments-Economic environment- Technological environment.
3. **Theories and Institutions of Trade and Investment:** International trade and Factor Mobility Theories-Cross national cooperation and agreements.
4. **Framework for international transactions:** Global foreign exchange market Determination of exchange rates-Trade framework and theory.
5. **Global strategy- structure- implementation:** Strategies of international Business-Direct investment and collaborative strategies- Export and import strategies.
6. **Multinational Corporations (MNCs):** Definition -emergence-evaluation.
7. **International management:** Management process in different countries Applying American management theories in abroad-Theory Z.

Books' Recommended:

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|---|---|--|
| 1 | Daniels Radebaugh Sullivan | International Business |
| 2 | Stetan H. Robock and Kenneth Suminounds | International Business and MultinationalEnterprise |

MGT-5105: Business Statistics

Course Objectives:This course will help students gain familiarity with the measurement of data and the terminologies relating to central tendency, skewness, Kurtosis, Probability, time series analysis and index number. The student will also be able apply the tools for analyzing and thereby enabling them to make decision in a management context and demonstrate their ability to interpret the result of statistical analysis based on their understanding.

Intended Learning Outcomes (ILOs):After completion of the course, the students will be able to-

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

ILO-2: Perform basic statistical estimation and analysis on business and economic data and interpret the results.

ILO-3: Analyze business and economic data with statistical software and report the results.

ILO-4: Apply statistical concepts and analytical skills to analyze real-world economic and business issues.

ILO-5: Demonstrate such capabilities as problem-solving, critical thinking etc.

ILO-6: Train students for presenting and exchanging statistical findings and views.

ILO-7: Enable students to conduct statistical estimation and hypothesis testing with statistical software.

ILO-8: Equip students with the skills to apply statistical concepts and analytical tools to analyze and handle real-world business issues.

Course contents:

1.Introduction: Definition-Nature-Scope Functions Limitations-Uses of statistics in business.

2.Data Collection and Presentation: Collection-Classification and tabulation of statistical data-Frequency distribution and graphical representation of data.

3.Sampling: Sampling and census-Advantages and disadvantages of sampling over complete counting different types of sampling Social Surveys-Planning of surveys Different methods of securing information-Schedule-Questionnaire Published statistics in Bangladesh.

4.Measures of Central Tendency: Mean-median and mode-Their computation and properties-Problems.

5.Measures of Dispersion: Absolute and relative measures of dispersion Computation and properties-Problems.

6.Skewness-Moments and Kurtosis: Moments from arbitrary value-Moments from Mean-Relations between moment's measures of Skewness and Kurtosis and their uses.

7.Regression and Correlation: Difference between regression and correlation analysis-Regression line-Scattered diagram-Regression equation-Regression coefficients Significance of the study of correlation and causation coefficients of correlation-Rank correlation coefficients.

8.Probability: Meaning-Addition and multiplication theorems-Sample Space Events marginal-Conditional Probability-Statistical independence of events bay's theorem expected value.

9.Index Number: Construction of price-quantity-Value and cost living-Index Numbers-Problems of construction ideal index-Tests and uses of index number.

10.Time Series Analysis: Definition-Utility

11.Sales Promotion: Sales promotion objectives Sales promotion tools-Developing sales promotion program.

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 |

MGT-5106: STRATEGIC MANAGEMENT

Course Objectives: Strategic Management being an integrative and interdisciplinary course helps students have a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and of how they give rise to opportunities and threats. This course moreover will help students learn the key concepts, tools, and principles of strategy formulation and implementation along with the competitive analysis ability and thereby affecting managerial decisions and actions that might influence the performance and survival of business enterprises. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

Intended Learning Outcomes (ILOs): After completion of the course, the students will be able to-

1. Understand the basic concepts and principles of strategic management analyze the internal and external environment of business
2. Develop and prepare organizational strategies that will be effective for the current business environment
3. Devise strategic approaches to managing a business successfully in a global context
4. define the concept of strategy and its meaning to practitioners
5. Explain the strategy vocabulary including such terms as mission, vision, aims and objectives, and control apply Mintzberg's 5 Ps frameworks to analyses of strategy of an organization.

Course Contents:

1.Introduction: Concept of strategic Management-Strategy and policy Importance of strategic management-Difference between operation management and strategic management-Strategic Management-Elements-Tasks of strategic management

2.Strategic Decision Making: Framework of decision making-Pay-off matrix Decision making under uncertainties and risk.

3.SWOT Analysis: Importance-Source of data for SWOT analysis-Steps-Format for SWOT analysis-Value chain analysis-TOWS matrix.

4.Corporate Level Generic Strategies: Stability Strategy-Growth strategy. Retrenchment strategy-Defensive Strategies-Combination strategy,

5.Strategic Advantage Analysis: Strategic advantage analysis and diagnosis Considering strategic alternatives-Strategic choices. *

6.Implementing Strategy: Implementation Process-Resource Allocation Organizational Implementation Planning systems to implement strategic management-Functional policy implementation lead-Reship implementation

7. Evaluation of the Strategy: Control and evaluation process- Motivation to evaluate-Criteria for evaluation-Measuring Feedback-Evaluation and corrective **action**,

8. Case Methods of Teaching and Analysis of Business Problems through Cases.

Books Recommended:

1	W. F. Glueck and L. R. Jauch	Business Policy and Strategic Management
4	David W. Miller- & Martin K. Starr	Executive Decisions and Operations Research

MGT-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 students will be able to:

1. Characterize and demonstrate different economic tools and aspects;
2. Gain knowledge on the problems and prospects of various sectors of the economy and the managerial application of the economics tools;
3. Apply their gained knowledge in formulating research problems regarding different economic issues;
4. Understand the national policy issues related with Bangladesh economy and the global economy;
5. Justify the development strategy having idea about resources and constraints.

Course Contents:

Introduction: Definition, Nature and Scope of Economics and Microeconomics; Microeconomics Vs. Macroeconomics; Central Problems of Economics ; Factors of Production; Economy under different Economic Systems; Market Economics, Socialist Economics and Mixed Economics.

Microeconomic Theories: Theories of Demand and Supply; Theory of Production; Theory of Distributions; Theory of Costs and Theory of Consumer Behavior.

Macroeconomic Theories: Theory of Income; Theories Unemployment; The Quantity Theory of Money; Fisher's, Cambridge and Cambrian Theories; Paradox of Savings and Investment; The Multiplier Model; Theory of Inflation; Issues in Economic Stabilization and Poverty.

Concepts of Markets: Market Structure; Competitive and Non-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.

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.

Books Recommended

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

MGT-5202: Organizational Change & Development

1. **Introduction:** Definition, history, characteristics, assumptions, values, beliefs in organization development and relevant concepts.
2. **Theory and Management of Organization Development:** Operational concepts, characteristics, foundations of managing organizational development; and Theories, models and action research.
3. **Organization Development Interventions:** Overview and team intervention; Inter-group and third-party interventions; Personal, interpersonal & group process intervention; Comprehensive interventions; Structural intervention; Conditions for optimal success; and Training experiences

4. **Key Considerations & Issues:** System ramification; Issues in consultant-client relationship; Mechanistic, organic & contingency approach; Power and politics; Research on organization development; and Future of OD.

Books Recommended

1. Wendell L. French and Cecil H. Bell, Organization Development;
2. Robert D. Smither, John M. Houston and Sandra A. McIntire, Organization Development: Strategies for Changing Environment.

MGT-5203: Diversity Management

1. **Evolution of diversity concept:** Introduction to Diversity in Organizations, Theories of diversity management, Understanding Cultures,
2. **Diversity at workplace:** Ethnicity-Gender-Age-Physical disability-Sexual orientation-Experience and educational background, Latinos/Hispanics Viewing: “True Colors”, The Fairer Sex, Religion, Weight and Appearance, Physical and Mental Ability, Workplace Discrimination.
3. **Decision making and controlling the international operations:** Cross-cultural dimensions of decision making and controlling; Diversity in making decisions and controlling the organizations.
4. **The challenge of multicultural work groups and teams:** Dynamics of multicultural workgroups and teams; Challenges in maintaining multicultural work groups and teams.
5. **Mapping and managing diversity at workplace:** Working with Asian Americans, Working with Arab Americans, Working with Latino Americans, Working with Older Persons, Political environment of China, Europe, Russia, Central and Eastern Europe.
6. **The process of institutionalizing diversity.** The nature of culture-cultural diversity-values in culture- Hofstede’s cultural dimensions- Trompenaer’s cultural dimensions.
7. **Diversity vs. profitability and employee satisfaction.**
8. **Globalization and diversity management.** Whites/Caucasians, American Indians, Alaska Natives, and Multiracial Group Members.
9. **Managing Parent Subsidiary Relations:**
 - a. Cross-Culture Management: Definition of culture; Elements of culture; Cultural elements of culture; Cultural clusters; Importance of cross cultural diversity; Modeling cultural orientations implications for managers.
 - b. Organization Cultures: Organizational culture and national cultures; Changing the organizational culture; National and organizational cultures in MNCs; Implications for managers.
 - c. Organizational culture and diversity: The nature of organizational culture- Interaction between national and organizational culture- organizational cultures in MNCs managing

multiculturalism and diversity- types of multiculturalism- potential problems associate with diversity- building multicultural team effectiveness.

- d. Managing careers into the 21st Century: Organizational and labor market contexts in which careers occur; Techniques available for managing careers (mentoring, personal development plans, development work, assignments, networking and succession planning); Diversity and career management; Making career decision, career development over the life span and work; Role transitions.

10. **The challenge of managing across cultures in the future and International assignments:**
The changing environment of business; Adaptation of organizations and people; the challenge in the development of global managers, Assignments at different levels in international arena; the challenges of doing international assignments in Bangladesh.

Books Recommended:

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|---|--|
| 1. Taylor Cox & Ruby L. Beale | : Developing Competency to Manage Diversity: Readings, Cases & Activities |
| 2. Pushkala Prasad; Albert J. Mills; Michael Elmes; Anshuman Prasad | : Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity |
| 3. MichàlleMor Barak | : Managing Diversity: Toward a Globally Inclusive Workplace |
| 4. Alison M. Konrad, Pushkala Prasad, Judith K Pringle | : Handbook of Workplace Diversity |
| 5. Peter F. Drucker | : Management in the Twenty-First Century |

MGT-5204: PROJECT MANAGEMENT

Introduction: Concepts and definitions—Introduction, understanding project management, What is a project? What is project management? Importance of Project Management, Project management Vs. Operations Management-Environmental, Projects Life Cycle, Classification of Projects.

1. Feasibility Study/ Project Appraisal:

- a) **Market Analysis:** Situational Analysis and Specification of objectives; Collection of Secondary Information, Conduct of market Survey, Demand Forecasting, Uncertainty of Demand Forecasting, Market Planning
 - b) **Technical Analysis:** Manufacturing Process/Technology; Technical Arrangements. Project Charts and Layout-Schedule of Project Implementation.
 - c) **Financial Analysis:** Cost of Project; Means of Finance; cost of production, Working Capital Requirement and Its Financing, Projected Cash Flow Statement.
2. **The Time Value of Money:** Introduction; Inflation and interest rates: Investment Criteria; Net Present Value- Internal Rate of Return; NPV and IRR
 3. **Project Planning:** Introduction; Project plan elements; Functions of planning; Areas of planning; Project objectives and policies; Tools of planning; Project planning in action.
 4. **Project Selection:** Introduction; The Nature of Project selection Models; Types of Project selection Models; Numeric Models: Profit/Profitability; Numeric Models: Scoring.
 5. **Network Scheduling Techniques:** Development of project network-Time estimation-Determination of capital path-Scheduling when resources are limited-Introduction to PERT and CPM –Formulation: The basic input to PERT and CPM, Solving PERT and CPM.
 6. **Pricing and Estimating**—Introduction; Global Pricing Strategies; Types of Estimates; Pricing Process; Labor Distributions.
 7. **Managing Projects in Bangladesh:** Bangladesh as a Project management Environment-Problems of Project Management in Bangladesh-Management of development Projects in Bangladesh-Development Projects Implementation in Bangladesh.

Books Recommended:

1. Prasanna Chandra, **Projects: Planning, Analysis, Selection, Financing, Implementation and Review**, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
2. Skylark Chadha, **Managing Projects in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects**, University Press Limited, Dhaka.
3. Cliffoerd F. Gray, Erik W. Larson, **Project Management: The Management Process**, Tata McGraw Hill Publishing Company, New Delhi.

MGT-5205: MANAGEMENT OF INNOVATION & TECHNOLOGY

Course Objectives: To introduce students to a range of related concepts, ideas and debates that will enable you to develop a critical understanding of technological innovation and management.

Intended Learning Outcomes (ILOs): After completion of the course, the students will be able to-

1. Understand the issues around defining ‘technology’, ‘innovation’ and ‘innovation management’
2. Recognize the diversity of types of innovation, innovators and innovation settings
3. Understand the nature and extent of technological change and innovation
4. Critically assess and explain key current issues in our understanding of innovation as a field of study.

Course Contents:

Basic concepts of innovation; Innovation versus invention; Innovation process and its influences on corporate management.

Management of innovation; Types of innovation; Innovation process; Requirements for successful innovation; Patent and innovation.

Differentiation of innovation systems across industries; how managers should take industry difference into account as they work to improve their innovation system.

Management of an innovation system; Improvement program.

Science and technology; Forms of technology; Scientific inventions and technology.

Key considerations in the management of technology.

Understanding technological change; Process of technological changes; Change through substitution and diffusion; Factors affecting diffusion.

Management of technology transfer; Process of technology transfer; Role of MNCs in technology transfer.

Appropriate Technology (AT); Concepts of Appropriateness; Myths and realities of AT; Determining AT.

Technology Infrastructure; Management of R&D institutes.

Technological forecasting (TF); Role of TF in developing countries; General features of TF; **Techniques of TF;** TF in practices; Evaluation of TF; Mistakes in TF.

Technological planning models.

Technology policies practiced in Bangladesh; Challenges and opportunities of Technology.

Books Recommended:

1. Christiansen & James : Competitive innovation Management
2. Nilakant, V. and Ramnarayan, S. : Managing Organization Change
3. Sushil K Bhalla : Effective Management of Technology
4. Different issues of the Journal of Technological Forecasting and Social Change

(Further references may be given by the course teacher)

MGT-5206: BUSINESS RESEARCH METHODS

Course Objectives: The objective of the course is to develop the students with research skills in business and management. They will learn to prepare research proposal, formulate research questions, and review the literature. They will also do sampling, data collection, and analysis, and writing up research and check reliability and validity of measures.

Intended Learning Outcomes (ILOs): After completion of the course, the students will be able to-

1. Understand and apply the major types of research designs
2. Business student and graduate can learn how to write down research proposal.
3. Formulate clearly defined research questions
4. Analyze and summaries key issues and themes from existing literature
5. Evaluate and conduct research
6. Understand the ethical issues associated with the conduct of research
7. Be able to formulate and present effective research reports
8. Discuss and apply different research approaches and methodologies
9. Develop data collection instrument according to the underlying theoretical framework.
10. Explain how to conduct data collection (quantitative and qualitative)
11. Analyze quantitative data (e.g., using PLS) and qualitative data (e.g., using NVivo)
12. Refine research questions to meet high level research objectives/questions.
13. Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques
14. Discuss limitations and potential contribution to theory and practice of research

Course Contents:

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|---|---|
| 1. Introduction | Concepts of Research, Methods, Methodology, Features of Research/ Characteristics of Research, Business Research, Managerial Value of Business Research, Importance of Research, Objectives of Research, Types of Research, Qualities of A Good Research, Limitations of Research, Theory and Concept, Role of Theory in Research, General Principles Regarding the Use of Theory in Research, Methods of Formation of Theory, |
| 2. Planning of research and Research Process | Stages in Scientific Research Process; Critically Reviewing the Literature; Understanding research philosophies and approaches |
| 3: Research Design | Meaning, Types and Significance; Essentials of Research Design; Basic Research Objectives and Research Design; The different research strategies; Multiple methods choices; The credibility of research findings; Strategies to gain access to an appropriate source. |
| 4: Sampling Design | Meaning and Significance; Essentials of a good sampling; Stages in Sample design; Sampling methods/techniques; Sampling Errors; |
| 5. Methods and Techniques of Data Collection | Types of Data, Primary Data – Meaning, Significance and Limitations; Collection of Primary Data - Observation method, Survey through Questionnaire, Interview Technique; Secondary Data – Meaning, Significance, Types and Limitations; Collection of Secondary Data; Factors influencing choice of method of data collection; Designing of a questionnaire – Meaning, Types of questionnaire; Stages in questionnaire designing; Essentials of a good questionnaire. |
| 6. Measurement and Scaling Techniques | Tests of sound measurement, Sources of Error in Measurement, Different scales, Scale Classification, Scaling Techniques, The Likert-Scale Questionnaire design etc. |
| 7. Data Processing | Editing, Coding, Classification, Tabulation, Graphic Presentation. |
| 8. Data Analysis | Purpose of Analysis, Steps in Analysis, Types of Analysis - Descriptive Analysis and Inferential Analysis, Methods of data analysis- Quantitative methods and Qualitative methods, Tools and Statistical Methods for Analysis, |
| 9. Hypothesis Testing | Testing of Hypothesis; Steps in Hypothesis Testing; Procedure for Testing Hypothesis; Types of Hypothesis Testing – Parametric – t, f, z; Non-Parametric - Chi square, ANOVA, ANCOVA, |

10. Data Interpretation	Interpretation, Fundamental principles of interpretation, Need for interpretation, Steps involved in the technique of interpretation, Errors of interpretation
11. Writing and Presenting the Report	Need For Research Report, Functions of Research Report, Qualities of a Good Report, Steps in Report Writing, General structure to adopt for a project report, Presentation of report.

Text Books:

Research Methods for Business Students (5th edition) By Mark Saunders, Philip Lewis and Adrian Thornhill.

References:

1. Zikmund, Babin, Carr, Griffin, Business Research Method.
2. C. R. Kothari, Research Methodology, New Age Publishers. New Delhi, India.
3. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, McGraw Hill.

Internship/ Research Report

Students should acquire practical knowledge on a particular field by working in a firm for three months. They also need to submit a report on the field of their internship. Alternatively, students can choose to prepare a research report upon prior permission of respective supervisor.

Viva-Voce

Viva will be based on different courses taught in MBA (Evening) Program and on the internship program the student completed.