

**Curriculum
of
Master of Business Administration (MBA) in Textile and Apparel
Value Chain
National Institute of Textile Engineering and Research (NITER)
A Constituent Institute of the UNIVERSITY OF DHAKA**

BACKGROUND

The importance of business education has accelerated at a remarkable speed in the recent decades following the global structural adjustment programs coupled with many significant changes in business environment. Ever growing challenges in the business sector in modern days have made it an utmost necessity for the existing entrepreneurs and executives to update their knowledge and skill with latest developments in techniques and methods of business administration through a formal education to face and manage these challenges. The MBA degree has become a widely accepted qualification for business executives with an international recognition. A majority of employers view the degree as a passport to strategic decision-making positions. The MBA in Textile and Apparel value chain program prepares students to assume responsible positions as leaders and team members in the national and multi-national business organizations of the twenty-first century competing in the world market.

STUDY APPROACH

A standard set of study and training methodology is being pursued as stated below:

- Lectures by well trained and highly experienced faculty
- Case studies of local and multinational companies
- Group discussion
- Lectures by leading corporate and business executives
- Internship at reputed organization

OTHER KEY FEATURES

- Curriculum recognizes and incorporates emerging trends, concepts, and issues relating to various business activities and decision making
- Use of visual aids, like OHP and Multimedia in lecture presentation

RULES AND REGULATIONS FOR THE ADMINISTRATION OF THE PROGRAM

1. MBA PROGRAM

The Master of Business Administration (MBA) in **Textile and Apparel Value Chain** is a full-time 60 credit hours professional program. The program is designed to meet the needs of the students who want to develop their career as executives in the fields of different business areas as well as teaching and research positions in different educational institutions. Rules and regulations are designed within the general framework of Dhaka University regulations.

2. ADMISSION

- A candidate who has passed Bachelor degree from any recognized University with CGPA 2.50 or equivalent is eligible for admission to the first semester of the program.
- Eligibility is as per the norms of University of Dhaka.

3. DEGREE REQUIREMENTS

The MBA Program requires a student to undertake a total of 54 credit hours of course work and an internship program followed by a Project paper and its defense of 6 credit hours. The credit hours are distributed as follows:

a) Completion of 18 Courses	18 × 3= 54 Credit Hours
b) Project Paper and Defense on Internship	6 Credit Hours
Total	60 Credit Hours

Course Code	Course Title	Credit Hours
MBA 1101	Management Theory and Practices	3
MBA 1102	Principles of Accounting	3
MBA 1103	Business Communication	3
MBA 1104	Managerial Economics	3
MBA 1201	Marketing Management	3
MBA 1202	Human Resource Management	3
MBA 1203	Business Law and Legal Environment	3
MBA 1204	Business Research Methodology	3
MBA 2101	Logistics and Supply Chain Management in Textiles	3
MBA 2102	Organizational Behavior	3
MBA 2103	Integrated Product Development	3
MBA 2104	Managerial Accounting	3
MBA 2105	Operations and Materials Management	3
MBA 2201	Financial Management	3
MBA 2202	E-commerce	3
MBA 2203	Negotiation in Supply Chain Management	3

MBA 2204	Brand Management	3
MBA 2205	Strategic Management	3
Internship / Project Paper		6

4. DURATION OF THE PROGRAM

The program consists of 4 semesters spread over two academic year. Duration of a semester will be 19 weeks of which 15 weeks shall be devoted for class teaching, 1 week of break and 3 weeks for holding the final examination. For each course there will be 2 lectures of 90 minutes each in every week and thus there will be a total of 45 hours of class work (lectures) in a 15-week period.

In the first two semester a student shall have to take 4 courses each (weighing a total 12 credit hours). Then In the third and fourth semester a student shall have to take 5 courses each (weighing a total 15 credit hours). Thus a regular student is expected to fulfill the course requirement in two academic year. At the end of the 3rd semester, each student will select a topic in consultation with the Guide / Supervisor approved by the Supervision Committee toward fulfillment of the internship program. Throughout the 4th semester the student will build up the theoretical framework in consultation with the supervisor along with carrying out the normal course load. After completion of the final examination of the 4th semester, each student should undertake a 3-month internship program in an organization, selected by the MBA Supervision Committee and submit the report within 12 weeks. However, a student admitted into the MBA program must earn the degree within three academic years.

5. EVALUATION

The performance in a course will be evaluated as under:

Two Mid-term Tests (1 hour each) (15+15)	30%
Term Paper / Assignments	15%
Class attendance, Class participation, Case analysis & Presentation	15%
Course Final Test	40%
Total:	100%

All tests, term papers and class performance will be evaluated by the relevant course teacher. Course teacher will make available the scripts, term papers to the students in the class room in the following week except those of final exams. Before the final exam, course teacher is required to submit all the scripts, term papers with results to the Program Director. Duration of a course final test will be 3 hours. Examinations shall be conducted under the general supervision of the Examination Committee. The Examination Committee shall be responsible to publish semester results.

6. GRIEVANCS

In case of any grievance expressed by any student within one week of the publication of Provisional Results regarding the grade he / she received in any course, the Committee reserves the right to arrange for reexamining the scripts of the said student and accordingly report it to the Academic Committee. The decision of the Examination Committee shall be deemed final. Applications regarding grievances shall be addressed to the Programme Director within the seven days of the publication of results.

7. DISMISSAL

A student must maintain a minimum CGPA of 2.5 to remain in good academic standing at all levels of the program. Any student failing to earn SGPA (Semester Grade Point Average) of 2.00 in the first semester will be dismissed from the Program. In this case the student may seek for fresh admission with the next batch.

8. ACADEMIC PROBATION

At the end of the first semester if a student fails to maintain a SGPA of 2.5 but possesses a SGPA of 2.00 or more will be placed on academic probation. In this case, the student must improve his/her SGPA in the second semester to earn the required CGPA for the Degree.

9. RETAKE (R)

A student earning F grade in a course shall be required to improve the grade by retaking the course in the subsequent available semester on payment of requisite fees. A student earning a grade of A- or less may also elect to improve the grade by retaking the course when available in the next semester on payment of retaking fees as determined by the University. However, a candidate cannot retake any course after graduation. In this case the concerned student shall have to apply to withhold his/her graduation to the Supervision Committee.

In the above situation the transcripts will show credit, grade and R (Retake) against the retaking courses. Students will be allowed to retake a course only once. In order to retake a course the student must apply to the MBA Supervision Committee at least 4 weeks before the commencement of the semester. Any application for retaking a course will automatically lead to cancellation of his/her earlier grade.

10. WITHDRAWAL

Withdrawal from the program for a definite period of time may be considered if permission is sought from the MBA Supervision Committee keeping his / her earlier semester grades intact. But he / she will have to complete the program in three academic years from his / her date of admission.

11. CLASS ATTENDANCE

It is mandatory for all students to attend minimum 75% classes held in a course to become eligible to sit for the final examination. However students will be required to take leave of absence from the class on the ground of sickness or any exceptional circumstances subject to

the approval of the course teacher. Course teacher shall submit the class attendance register to the Supervision Committee during the class break week at the end of the semester.

12. ADOPTION OF UNFAIRMEANS

Students adopting unfair means in all kinds of tests, assignments and examinations shall be treated according to the University rules.

13. GRADING

A+	= 4.00	Points	= 80% and above
A	= 3.75	“	= 75% to 79%
A -	= 3.50	“	= 70% ” 74%
B+	= 3.25	“	= 65% ” 69%
B	= 3.00	“	= 60% ” 64%
B-	= 2.75	“	= 55% ” 59%
C+	= 2.50	“	= 50% ” 54%
C	= 2.25	“	= 45% ” 49%
D	= 2.00	“	= 40% ” 44%
F	= 0.00	“	= Below 40%
R = Retake I = Incomplete W = Withheld			

14. COMPUTATION OF SGPA & CGPA

The Semester Grade Point Average (SGPA) is determined as:

$$\text{SGPA} = \frac{\text{Grade point in each course} \times \text{Credit earned in each course}}{\text{Total Number of Credits of the Courses taken in the Semester}}$$

The Cumulative Grade Point Average (CGPA) is determined as:

$$\text{CGPA} = \frac{\text{Total Grade Point Secured in all Courses}}{\text{Total Number of Credits in all Courses taken}}$$

COURSES FOR MBA in Textile and Apparel Value Chain DETAILED SYLLABUSES

MBA 1101 Management Theory and Practices (MTP)

Course objectives:

This course helps to understand the topics of meaning and importance of management; evolution of management thought; managerial decision making; environmental impact on management; corporate social responsibility; planning; setting objectives; implementing plans; organizing; organization design; managing change; human resource management: directing; motivation; leadership; managing work groups; controlling; control principles, processes and problems; managing in a changing environment.

Course Contents:

1. Introduction of Management: Definition of Management, Nature, Purpose, Principles, Scope and process of management, Managerial skills, Levels and roles, Evolution of management theory
2. Environment: Internal and External Environment of Organizations.
3. Planning: Nature of Planning, Types of Planning-Steps in Planning, Tools and Techniques for Planning, The Planning Process.
4. Objectives: Nature of Objectives-Management by Objectives (MBO),The Process of MBO, Setting Objectives-Benefits and Weakness of MBO.
5. Decision Making: Decision Making Process, Problem and Opportunity Finding, Nature of Managerial Decision Making, Other Factors in decision Making-Decision Support Systems.
6. Organizing: Organizational Structure, Division of Works, Span of Management, departmentation, Line and Staff-Delegation of Authority, Centralization and Decentralization, Coordination, Committee and Group Decision Making.
7. Leading: Human Factors in Managing, Relevant Theories, Creativity and Innovation, Motivation and its theories, Leadership.
8. Controlling: Meaning and Importance of control types of control, Methods, Control, Process, Requirements of Effective Control-Information Systems and Control.

Reference Books:

1. Management by Robbins, Mary Coulter and Neharika Vohra.
2. "Management", by James a F Stonner and R Edward Freeman, Prentice Hall of India Private Limited, New Delhi.

3. "Management", by Harold Koontz Heinz Wehrich, McGraw Hill Book Company.
4. Management, 12th Edition, Ricky W. Griffin, Cengage Learning.

MBA 1102 Principles of Accounting (PA)

Course Objectives: The objective of this course is to provide an overview of Basic Accounting, GAAP and Conceptual Framework of Accounting.

Course contents:

1. Accounting- The Language of Business: Purpose and nature of Accounting information- Uses and Users of Accounting Information. Branches of Accounting- Nature of Business and Accounting.
2. Conceptual Framework for Financial Accounting: First Level: Basic objectives (SFAC-1); Second Level: Qualitative Characteristics of Accounting information (SFAC-2); Basic Elements of Financial Statements (SFAC-6); Third Level: operational guidelines- Ethics as an Accounting Principle, GAAP: Basic Assumptions Basic principles, and constraints.
3. The Accounting Process: Double – Entry Accounting System, Accounting equation, Accounting cycle (Journalization to Reversing entries)
4. Preparation of Financial Statements: Income Statement, Balance Sheet, Statement of Changes in owner's Equity, Statement of Cash flows.
5. Financial statements as a reporting device: Financial Statements and Notes to Accounts and Accounting Policies.
6. Accounting for Fixed assets- Determining cost of Fixed Assets; Charging Depreciation; Methods of Depreciation; Presentation in Financial Statements.

Recommended Texts:

1. Weygandt J.J, Kieso D.E and Kimmel P.D, Accounting Principles
2. Needles and Anderson, Principles of Accounting

MBA 1103 Business Communication (BC)

Course Objectives:

The course provides a thorough understanding of the communication process and dynamics in business setting and emphasizes written as well as verbal communication. The course is designed to help the students in learning the techniques and acquiring the skills needed to communicate effectively in management.

Course Contents:

1. Introduction: The Role, Purpose, Forms, Communication networks, barriers and Communication Process.

2. Adaptation & The Selection of Words: need, Suggestion and foundation of adaptation.
3. Construction of Clear Sentences & Paragraphs: Emphasis on short sentences, Care in paragraph design.
4. Writing Skills: Introductory Situation, You-view point's uses, Transformation, Accent on positive language, courtesy.
5. Introduction to Message & Writing Process: Memorandums, Business Messages, communicating bad news in a positive way, Use of direct message.
6. Indirectness in Persuasion and Sales Messages: Determining the persuasion, Summarizing the general plan, Persuasive message, Sales message.
7. Strategies in the Job Search: Job search, Targeting career, Writing resumes and Cover letter, Constructing resume, Writing cover message.
8. Report Writing: Defining reports, Purpose, Factors to be considered, and Gathering needed information, interpreting the findings, organizing the report information.
9. Communication Technology: Evolution of communication technology and its uses in Business operation.
10. Presentation Tips: Tips for becoming an active communicator.

Reference Books:

1. Basic Business Communication by Lesikar, Remon V., Flatley, Marie E. and John D. Jr., , Tata McGraw-Hill Publishing Company, New Delhi, 2005.
2. Mohammad, Mohiuddin, Business Communication, New Age Publications, Dhaka, 2005.
3. Business Communication –Kitty O Lockes Stephen Kyo Kazmarek.
4. Willim C. Himstreet &Wagne Murlin Baty Business Communication Principles and Methods Kent Publishing Company Boston Massachusetts.

MBA 1104 Managerial Economics (ME)

Course Objectives

This course helps to create an understanding of the relevant concepts and analytical tools of economic theory. It also develop economic way of thinking and enable the learners apply the economic concepts and tools in managerial decision –making.

Course Contents:

1. Introduction to Economics: Principles of Economics, Theory of the Firm; Demand and supply analysis, Elasticity of demand, Demand forecasting.
2. Production Process and Cost Analysis: Properties of Production function, Law of diminishing returns, Cost concepts and cost curves (short and long run), Economies of scale and scope.
3. Market structure: Price and output under perfect competition, Monopoly, Monopolistic competition and oligopoly, Price discrimination

4. Macroeconomics I: Circular Flow of economic activities, National Income, concepts and measurement, Instruments of Fiscal Policy, Tools of Monetary policy
5. Macroeconomics II: Economic growth and development, Business Cycles; The balance of Payments and exchange rates determination, Inflation.

Reference Books:

1. Economics: Paul A. Samuelson & William D. Nordhaus, McGraw-Hill.
2. Microeconomics: Theory and Applications by E. Mansfield
3. An Introduction to Microeconomics by P. Wonnacott & R. Wonnacott , McGraw- Hill
4. Macro Economics by R.Dornbusch and S.Fischer.
5. An introduction to modern economics by Philip Hardwick, Bahadur Khan and Joanlangmead.
6. Macroeconomics: Concepts, Theories and Polices by Thomas F. Dernburg.
7. Macroeconomics: Theory and Policy by William H. Branson.

MBA 1201 Marketing Management (MM)

Course Objectives:

This course is designed of introduce the students to the basic elements of the marketing management process. It helps the students to identify and solve many business problems by using a marketing perspective. This course will not turn the students into marketing wizards but it will give them a very broad understanding of what marketing is all about and the vital role that it plays in organizations.

Course Contents:

1. Marketing Basics: Marketing and its core concepts, Marketing management and its tasks, Different philosophies of marketing management, marketing micro environment, marketing macro environment.
2. Major Marketing Concepts and Consumer Behavior: Concepts and components of marketing mix, Target marketing, Market segmentation and positioning, Market targeting, Consumer buying behavior, Consumer buying decision process.
3. Managing Products: Basic concepts of a product, Product mix and product line decisions, Branding decisions, new product development process, Innovation diffusion process.
4. PLC and Pricing: Product life cycle strategies, Meaning and significance of price, Factors influencing pricing, general pricing approaches, Pricing practices and strategies.
5. Developing New Market and Global Market Offering: Definition of new product, Challenges in developing new product, Competing on a global basis, Deciding whether to go abroad, deciding which market to enter, Regional free trade zones, Evaluating potential markets, Deciding how to enter the market.

6. Distribution and Communication: Marketing channels and its functions, Designing marketing channel, Concepts and elements of promotion mix, Basics of international marketing, Basics of marketing information system.
7. Organizing, Implementing, and Controlling: Managing holistic marketing organization, Marketing implementation, Evaluation and control, Types of marketing control, marketing audit.

Reference Books

1. Marketing Management by Kotler, Philip & Keller, Kevin Lane, Pearson Education Inc. New Jersey, 2006.
2. Principles of Marketing: Philip Kotler & Armstrong (14th Edition), Pearson Book.
3. Fundamentals of Marketing by W. J. Stanton, McGraw Hill
4. Essentials of Marketing by E. J. McCarthy & W. D & Perrault, Irwin

MBA 1202 Human Resources Management (HRM)

Course Objectives:

This course helps to learn human resources in organization viz. the basic functions of human resource management, sources of personnel, methods of selection, recruitment, developing and motivating the work force, procedures of primary recordkeeping, compensation, salary and wage administration, promotion, training appraisal, health safety, moral discipline, employee benefits etc.

Course Contents:

1. Introduction: Definition and Human Resource Planning: Definition, Forecasting demand for labor, Internal and external supply of labor, Planning HR programs.
2. Job Analysis: The nature of job analysis, Job analysis process, Job description, Job specification.
3. Recruitment and Selection:
4. Developing Human Resources: Scope and cost of human resource development, System model of training cycle, Need assessment of HR development, Design and development, Evaluation of development.
5. Performance Measurement and Appraisal: Performance management and performance appraisal, Importance of performance assessment, Criteria of a good assessment system, Methods of appraising performance.
6. Career Development: Definition of career, Career development and career planning, Career stages, making career decision, reach one's career goals.
7. Compensation: Employee satisfaction and motivational issues in compensation, Establishing pay rates, Legal issues, Incentives and benefits of employees.
8. Employee Relations: Definition, Health issues, Grievances, Employee disciplines, Employee assistance programs, CBA, legal consideration.

9. International HRM: Some aspects of international human resource management

Reference Books:

1. Human Resource Management by Cynthia, Fisher D. Schoenfeldt, L F, and Shaw, J B, , Houghton Mifflin Company, Boston, 2004.
2. Human Resource Management by Dessler, Gary, , Prentice-Hall of India Ltd, New Delhi, 1998.
3. De Cenzo, David A. and Robbins, Stephen P, Human Resource Management, John Wiley & Sons Inc. (Asia), Singapore, 1999. Course title: Leadership

MBA 1203 Business Law and Legal Environment (BLLE)

Course Objectives:

Business executives in the course of performing their normal duties deal with two main group of people- (i) Outsiders and (ii) Insiders. Dealing with these groups are controlled and guided by certain laws. Therefore, it is the objective of this course to give a brief idea of the various laws in this area.

Course contents:

1. Law of Contract: Definition of contract, Essentials of Contract, Consideration, Indemnity & Guarantee, Bailment & Pledge, Law of Agency- Test of Agency, Classes of Agents, and Agents' right.
2. Law relating to sale of goods: Buyer- Seller- Sale & Agreement to sell- Essential elements- Transfer of ownership- performance of sale.
3. Bangladesh Labour Act 2006: Conditions of employment, classification of workers, leave, layoff, termination, provident fund.
4. Factories act 1965: Health, Hygiene, welfare, safety, working hours, leave and holidays
5. Industrial Relation ordinance 1969: Trade union, unfair labor practices, collective bargaining agents, strikes, lock out, labor court, and labor appellate tribunal
6. Payment of wages: Deduction, fines, procedure of calculation
7. Law relating to negotiable instrument, carriage, arbitration

Recommended Texts:

1. A.A. Khan: Labour and Industrial Law
2. Bangladesh Labour Act 2006
3. Factories Act 1965
4. Industrial Relation ordinance 1969
5. Payment of Wages act 1936

MBA 1204 Business Research Methodology (BRM)

Course Objectives:

1. To build the foundation of scientific thinking process.
2. To give elementary ideas about steps involved in research.

Course contents:

1. Research: Definition-Characteristics of research-"Articles of faith" in research: Reliance on Empirical Evidence-Use of Relevant Concepts-Commitment to Objectivity- Ethical Neutrality-Generality- Prediction based on Probability-Public Methodology-Qualities of a Researcher-Types of Researches: Pure and Applied-Utility of Researches-Managerial Value of Researches.
2. Hypothesis: Meaning – Functions – Types – Sources of Hypothesis – Characteristic/conditions for a Valid Hypothesis – Analogy and Formulation of Hypothesis – Forms of Hypothesis – Verification and Proof of Hypothesis – Theory – Law and Fact Uses of Hypothesis.
3. Concepts, Constructs, Variable and Definitions: Concepts – Constructs – Variable – Definitions of Constructs and Variables – Types of Variables – Continuous and Categorical Variables – Constructs, Observable and Latent Variables.
4. Measurement and Scaling Techniques: Definition of Measurement – Measurement and "Reality" Isomorphism – Properties, Contract and indicants of Objects – Formal Conditions of Measurement – Nature of counting – Measurement of Qualitative Data – Measurement of Intensive Qualities - Theory of Reliability. Scaling Techniques: Measurement Scales: Nominal Scales – Ordinal Scales – Internal Scales – Ratio Scales.
5. Selection and Formulation of Research Problem: Selection of a Research Topic: Ackoffs five components of a problem – Merton's three components formulation of a research problem – Sources of Research Problems – Characteristics of Research Problems – Review of related Literature – Importance of Proper problem definition – The Research Proposal – Anticipated Result.
6. Research Design: Meaning of Research Design – Need for Research Design – Features of a Good Design – Concepts relating to research Design – Different Research Designs: Exploratory or Formative Study – Descriptive or Diagnostic study – Experimental Design – Principles of Experimental Design – Pilot Study – Sampling Design – Observational Design – Statistical Design – Operational Design.
7. Data Collection and Analysis of Data: Social Survey – Sources of Data: Documentary Source – Content Analysis – Observation – Interview Method – Questionnaire Method – The Schedule – The Case Study – Analysis and Interpretation of Data.
8. Research Report: Significance of Report Writing – Different Steps in writing reports – Layout of the Research Report – Types of Reports – Oral Presentation – Mechanics of writing a Research Report – Precautions for Writing Research Reports.

Texts & References:

1. Zikmund, W. G. 1991. Business Research Methods. latest Edition. New York, NY: The Dryden Press
2. Ghosh, B. N. 1985. Scientific Method and Social Research. latest Edition. New Delhi: Sterling Publishing Pvt. Ltd.
3. Kerlinger, F. N. and H. B. Lee. 2000. Foundations of Behavioral Research. latest Edition. Wadsworth.
4. Wilkinson, T. S. and P. L. Bhandarkar. 1984. Methodology and Techniques of Social Research. latest Edition. Bounboy. Himalaya Publishing House.

MBA 2101 Logistics and Supply Chain Management in Textiles (LSCMT)

Course Objectives:-

This course help to learn the strategic importance of goods supply, chain design, planning, and operation for every firm. It focuses to convey how supply chain drives may be used on a conceptual level during supply chain design, planning and operation to improve performance. The course give the student knowledge of logistics and supply chain methodologies and to understand how logistical decision and impact on the performance of the firm as well as the entire supply chain.

Course Contents:

1. Supply Chain Management (SCM): Introduction, Concept, Objectives, Current scenario of SCM in Textile industry. Drivers and issues in value chain, Value Chain Management in Textile, Bull Whip Effect and Causes. Supply Chain networks for apparel products. Supply Chain Decisions, Location, Production, Inventory and Transportation. Strategies and planning in SCM, Difficulties in implementation of SCM.
2. Supply Chain Process: Meaning of supply chain process; Push and Pull View of Supply Chain Process. Apparel Sourcing: - Domestic, Foreign; Sourcing. Resident Buying Office (RBO).
3. Logistics Management: Introduction, Concept and objectives of logistics management, Logistics management in Textile Industry, Types Of Logistics:-Procurement Logistics, Production Logistics, Distribution Logistics, After Sales logistics, Disposal Logistics, Third Party Logistics, Fourth Party Logistics, Emergency Logistics. Global Apparel Value Chain - RFID (Radio Frequency Identification) – Best practices in Logistics Management Cases from Textile and Apparel Industry.
4. International Logistics :Foreign Selling Agents, Import Trade Fairs, Liaison Office, Foreign buying office, Import Export Logistics, Types and terms involved in inventory management , Relevant cost in Logistic Inventory.
5. Relevant Cases from Textiles and Apparel Industry.

Reference Books:

1. K. Shridhara Bhat, "Logistics and Supply Chain Management".
2. S. Chopra and Mendil, "Supply chain management, strategy, planning and operation", Pearson Education, Asia, 2/2004.
3. B.S. Sahay, "Supply Chain Management, for Global Competitiveness", Macmillan Bangladesh Limited, 1999.
4. G. Raguram and N. Rangarajan, "Logistics and Supply Chain Management-Cases and concept", Macmillan.

MBA 2102 Organizational Behavior (OB)**Course Objectives:**

The course help to individual and group behavior models in the context of different organizations and social systems. It deals with the basic concepts of motivation, perception, learning and analysis of human behavior, individual difference and job satisfaction attitude changes, group process, team work, role theory, power and authority along with the analysis of small group behavior, group dynamics, leadership, decision, development of organizations and the influence of groups.

Course Contents:

1. Introduction: Meaning of OB, Key Elements of OB, Evolution of OB, Importance of OB, Models of OB and theories or approaches of OB.
2. Individual Behavior and Group behavior: Meaning, Determinants,
3. Conflict and Frustration: Meaning of Conflict, Individual: Conflict Organizational Conflicts at the Individual and Group Level, Causes of Group Conflict, Resolution of Group Conflict, Nature of Frustration, Forms of Frustration, Management.
4. Leadership Behavior: Characteristics of Leaders, Determinants of Leadership Behavior, Leadership Styles and Behavior in Organizations, Theories of Leadership, Continuum in Leadership Behavior.
5. Organization Design: Nature of Organization Design, The Process of Organization Design (OD)
6. Organizational Growth Change & Development: Nature of Organizational growth, Stages of Organizational Growth,
7. Organizational Culture: Culture formation creating sustaining culture in the organization.
8. Models of Organizational Behavior: An Organizational Behavior System, Models of Organizational Behavior.
9. Appraising and Rewarding System: A Complete Program, Organizational Behavior and Performance Appraisal, Economic Incentive System.

Reference Books:

1. S.P. Robbins: Organizational Behavior.
2. Fred Luthans: Organizational Behavior.
3. Keith Davis and John Newstrom. Human Behavior at work: Organizational Behavior.
4. Joseph Reitz Behavior in Organization.

MBA 2103 Integrated Product Development (IPD)

Course Objectives:

1. Develop the competence with a set of tools and methods for product design and development.
2. Understand the processes involved in creating a new product or modifying an existing product.
3. Awareness of the role of multiple functions in creating a new product (e.g., marketing, finance, industrial design, engineering, production)
4. Awareness of the importance of system, process, and information integration in product development
5. Develop the ability to coordinate multiple, interdisciplinary tasks in order to achieve a common objective of launching a new product.

Course contents:

1. New Product Development, Design & Marketing: Overview of integrated product development, Product design and development processes.
2. Discovery - Opportunity Identification: Strategic Planning and Opportunity Identification for new products, Opportunity Identification, Framing Opportunity Areas, Role of Brand Strategy & Positioning.
3. Design - Concept and Product Design and Development: Concept and Idea generation, Concept development, Product and positioning, Concept evaluation techniques, Product Design, Testing and forecasting
4. Delivery - New Product Launch and Market Entry: Preparing a Launch Plan, Market Testing, Pricing, Packaging, Integrated Marketing, Customer and Channel Marketing, Innovation Marketing, NPD management - Inspiring the organization.
5. Prototyping, Intellectual property issues & product development economics.

Recommended Texts:

1. New Products Management, 9th ed., by Merle Crawford and Anthony DiBenedetto.
2. Ulrich, K. T. and Eppinger, S. D., Product Design and Development, 5th Ed., The McGraw-Hill Companies.
3. Cagan, J. and Vogel, C. M., Creating Breakthrough Products: Innovation From Product Planning to Program Approval, Prentice Hall PTR, 2002.
4. Mital, A. et al., Product Development: A Structured Approach to Consumer Product Development, Design, and Manufacture, Elsevier Inc., 2007.
5. Kemper, S., Reinventing the Wheel, Harvard Business School Press, 2005.

MBA 2104 Managerial Accounting (MA)

Course Objectives: This course is planned for the post-graduate students so that the students realize the importance of Management Accounting as a major source of relevant information for decision making. Specific objectives of this course are:

1. To describe what managers do and why they need accounting information;
2. To explain the importance of cost behavior and their relationship with managerial decision making;
3. To give elementary idea about budgets and budgetary control;
4. To discuss various methods of segment performance measurement.

Course contents:

1. Managerial Accounting and the Business Environment: The work of management and the need for managerial accounting – Financial Accounting vs. Managerial Accounting – Expanding role of management accounting: JIT, TQM, Process Reengineering – TOC – Organizational Structure.
2. Cost Concepts, Terms and Classification: General classification – Cost Behavior – Cost Volume – Profit Relationship – Analysis of Mixed Costs – Contribution Format of Income Statement – Breakeven Analysis – Limitations of Breakeven analysis.
3. Variable Costing: A tool for Management: Absorption Costing – Variable Costing – Income comparison choosing a Costing Method.
4. Profit Planning: Budget – Forecast – Budgeting – Budgetary Control – Preparing Master Budget – Sales – Production – Purchase – Cash – Income Statement – Balance Sheet.
5. Standard Costs and the Balanced Scorecard: Standard costs – Standard setting – Model for variance analysis – Performance Report – Variance Analysis and Management by exception.
6. Relevant Costs for Decision Making: Cost Concepts for Decision-making – relevant cost – Sunk cost – Avoidable cost – Adding / Dropping a product – Make or Buy decision – Sell/process further – Utilization of scarce resources.
7. Pricing Products and Services: The Economic approach to pricing – The Absorption Approach to pricing – Target costing – Service Companies: Time and Material pricing.

Recommended Texts:

1. Garrison, R. H. and E. W. Noreen. 1997. Managerial Accounting. latest Edition.
2. Atkinson, A. A., R. S. Kaplan and S. M. Young. 2004. Management Accounting. Latest Edition.
3. Horngren, C.T. and G. L. Sundem and W. O. Stratton. 2002. Introduction to Management Accounting. latest Edition.

MBA 2105 Operations and Materials Management (OMM)

Course Objectives:

This course helps to understand the framework of operations systems and material management and develop the ability to design operations systems. This course helps to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.

Course Contents:

1. Operations Strategy and Planning : Fundamentals, Manufacturing and service organizations, Operations management (OM) functions, OM interaction with other functional areas of management, OM decisions, Contributions of OM, Global perspective of OM, Careers in OM, Operations strategy, Demand forecasting.
2. Project Management & Process Design: Project management fundamentals, New product development, Techniques in new product development, Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity, Selection of process design, Technology development process.
3. Supply Chain Management, Facility Capacity, Location, and Layout: Introduction to SCM, Capacity Planning, Capacity decisions for service Operations, Location decisions, Location analysis, and Product and process layouts.
4. Inventory Management: Fundamentals of inventory, Inventory costs, Basic EOQ models, Aggregate planning, Materials Requirements Planning, Just-in-Time Manufacturing, Enterprise Resource Planning.
5. Quality and Productivity Management: Quality defined Dimensions of quality, Quality costs, Statistical quality control (SQC) techniques, Work measurement and Productivity, Business Process Reengineering.

References Books:

1. Operations Management, Gaither N. and Frazier, G., , ed. latest, 2002, Thomson.
2. Operations Management: Processes and Value Chains ,Krajewski, L.J. and Ritzman, L.P., , ed.latest, First impression, 2006, Pearson Education.
3. Operations Management ,Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K. Processes and Value Chains, ed.latest, First impression, 2007, Pearson Education.
4. Operations Management- Contemporary Concepts and Cases Schroeder, R.G, 2002, McGraw-Hill.

MBA 2201 Financial Management (FM)

Course Objectives: This course has been designed to provide students with a sound theoretical knowledge on principles and practices of financial management.

Course contents:

1. Introduction: Finance: An independent academic discipline- Goals of business and financial management –Agency problems- Future of financial management, Financial Markets.
2. Time Value of Money: Discounting – Compounding – Risk & Return – Portfolio Theory- CAPM- Valuation Concepts- Valuation Models.
3. Sources of Funds: Short Term – Intermediate Term – Long Term- Cost of Capital: Weighted Average Cost of Capital.
4. Capital Budgeting: Capital budgeting under certainty – Methods of project appraisal.
5. Capital Structure: Capital Structure vs. Financial structure, Theories of Capital Structure: Net Operating Income (NOI) Approach, Net-Income (NI) Approach, Traditional Approach, Factors Influencing the Capital Structure in Practice.
6. Dividend Policy: Factors influencing Dividend Policy, Dividend Stability, and Rationale for low and high payout Ratio, Dividend vs. Capital Gains; what do investors prefer? Residual Theory of Dividends and Dividend Irrelevance.
7. Risk and Risk Management: Types of risk handled by Risk Managers, Risk Recognition, Risk Management Techniques, Risk Control Tools, Funding of Risk.
8. Financing Small Firms: Problems and Sources of financing small firms and industries, Role of BSCIC and other similar Institutions in Bangladesh.

Recommended Texts:

1. Brealey, R. A. and S. C. Myers. 2003. Principles of Corporate Finance. Latest Edition.
2. Brigham, E. F. and M. C. Ehrhardt. 2001. Financial Management: Theory and Practice. Latest Edition.
3. Pandey, I. M. 2005. Financial Management. 9th Edition.
4. Van Horne, J. C. 1999. Financial Management and Policy. Latest Edition.

MBA 2202 E-Commerce (E-Com)

Course Objectives

This course increases awareness and skills in understanding and managing issues related to technology and organizations. The students are supported to examine issues faced by e Business industry and the role of information professional's. It also develops the knowledge of emerging trends and technologies defining the rules of business in the developing information economy.

Course Contents:

1. Overview: Internet and World Wide Web (WWW), Electronic Commerce and Electronic Business, Virtual Value Chain.
2. E-Business Models: Models based on relationship of transaction parties, Models based on relationship of transaction types.
3. E-Strategy and Enabling Technologies: Internet Architecture, Intranets and Extranets, Building e Presence, Web site usability.

4. Applications of E-Commerce: Internet Marketing, E-Payment, E-CRM, E-SCM, Mobile Commerce, Other Services.
5. Contemporary Issues E-Security, Cyber Laws, Ethical issues, Future of E-Business.
6. Technology Management: Fundamental of Technology management, Significance of technology management ,Technology policy, Planning & Control in Technology management, Knowledge management and Understand advantages and disadvantages of intellectual property and patents R&D and Innovation management in technology, Technology forecasting, Technology assessment, Technology transfer and Diffusion.

Suggested Readings:

1. Awad, E.M., Electronic Commerce: From Vision to Fulfillment, latest Edition, 2007, Pearson Education.
2. Diwan, P. and Sharma, S., E-commerce- A Manager’s Guide to e-Business, 1st Edition, 2007, Excel Books.
3. ITL Education Solutions Ltd., Introduction to Information Technology, latest Edition, 2008, Pearson Education.
4. Kalakota, R. and Whinston A.B., Frontiers of Electronic Commerce, latest Edition, 2003, Pearson Education.
5. Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Ed, McGraw-Hill, 2010.
6. Karsson, Trygg, and Elfstrom (2004). “Measuring R&D productivity: Complementing the picture by focusing on research activities.”

MBA 2203 Negotiation in Supply Chain Management (NSCM)

Course Objectives:

This course has been designed to provide students with a sound theoretical knowledge and practical experiences on negotiations and contracts management.

Course contents:

1. Introduction to Negotiations: Planning and Preparing for Negotiations, factors of negotiations, Team Negotiations, Common Negotiation Tactics & Countermeasures.
2. The process of negotiations: Parties involved in negotiations.
3. Understanding procurement and category management: Procurement and purchasing definitions, A vision for procurement, The 21st century procurement challenge Procurement and the Supply Chain, Competitive advantage. The 2008 economic crisis and the consequences for the supply chain Procurement.
4. Understanding diverse organizations, contexts and situations recognizing the need for different approaches to purchasing different types of goods and services
5. Contract Management Overview: Define Contract management, The Basics of a Contract, Purchasing Approaches, Pricing Models, and Risk, Contracting Tools To Guide you

6. Contract Management Phases and Functions: Three Phases of Contract Management, The importance of pre-award planning, Award Activities: Contract execution and why it matters, Post-Award activities.
7. Essential Elements of Contract Management: The Contract is signed, now what? Essential elements of contract monitoring, How to implement contract management
8. Contract Changes, Disputes, and Appeals: When things don't go as planned, when the agency and contractor disagree, Best practices and lessons learned.

Suggested Readings:

1. Carter R, Kirby S and Oxenbury A. 2012. Practical Contract Management.
2. IACCM , 2013. Fundamentals of Contract and Commercial Management
3. A. J. van Weele. 2013. International Contracting: Contract Management in Complex Construction Projects. Latest edition
4. John C. Tracy. 2011. Negotiating Procurement Contracts: The Knowledge to Negotiate
5. Stephen Guth. 2007. Handbook: An Indispensable Guide for Contract Professionals

MBA 2204 Brand Management (BM)

Course Objectives:

1. To understand the process of marketing communications establishing brand.
2. To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
3. To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
4. Application of Advertising through the development and implementation of an advertising plan.
5. To increase understanding of the important issues in planning and evaluating brand strategies.

Course contents:

1. Introduction to Advertisement: The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising; major institutions involved in advertising; role of advertising and marketing strategy,
2. Introduction to Brand: What is a Brand, Brand vs. Product, Why brands matter, Can anything be branded, Brands and added values. Factors shaping a brand over its life cycle
3. Advertising Budgeting and Research: Models of advertising budgeting. Advertising goals and objectives, Approaches in setting advertising objectives, the communications process, Source, Message and Channel Factors, Perspectives and Researches on how advertising works to develop brand.

4. Media Planning and Strategy: Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Media plan development; market analysis for developing media plan. Developing and implementing media strategies.
5. Brand Equity: Customer-based Brand Equity; Concept of brand equity, Sources of brand equity, Benefits of brand equity, Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics
6. Brand Equity Valuation: Measuring Sources of Brand Equity; Qualitative research techniques, Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system.

Reference Books:

1. Product Management, Donald. R. Lehmann & Russell S. Winer, Tata McGraw, Hill Publishing Company Limited.
2. Advertising Management, Aaker, David & Myers, John, Prentice Hall, 2003.
3. Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch, G. and Belch, M., 6/e, Mc-Graw Hill, 2003.
4. Strategic Brand Management by Kevin Lane Keller.
5. Product Policy by Yoran J. Wind.

MBA 2205 Strategic Management (SM)

Course Objectives: This course aims at introducing strategic management concepts. The Emphasis will be upon environmental analysis, formulation, implementation and evaluation of strategy. Besides, from the analysis of cases the student will gain a competency of the process of strategic management.

Course contents:

1. Strategic management: concepts, definition, benefits and limitation of strategic management. Guidelines for strategic management.
2. Key Terms in strategic management: strategy, competitive management, vision and mission statement, SWOT, objectives – long term and short term, policies.
3. Strategic management process/model: detailed explanation of vision and mission statement, importance of mission statement, components of mission statement.
4. The External environment: Remote environment, industry environment, how competitive forces shape strategy, operating environment.
5. Internal analysis: How well is the company's present strategy working – approaching used to determine the strengths and weakness of the company – SWOT analysis – functional analysis - value chain analysis.
6. Formulating Strategy: long term objectives – types of strategies – means for achieving Strategies – first mover advantage – outsourcing.

7. Choice of strategy: SWOT Matrix – Boston Consulting group Matrix – Industry attractiveness – business strength matrix - grand strategy selection matrix.
8. Implementing strategy: short term objectives – action plan – functional tactics that implement business strategies – role of policies in strategy implementation.
9. Strategy Evaluation: meaning, nature and characteristics – components of an effective evaluation systems – strategy evaluation frame work.
10. Strategic Management Case Analysis – What is a strategic management case – preparing a case for class discussion – preparing a written case analysis – steps in preparing a comprehensive written analysis – making an oral presentation.

Recommended Texts:

1. David, F. 2006. Strategic Management: Concepts and cases. latest Edition.
2. Pearce, J. A. and R. B. Robinson. 2002. Strategic Management: Formulation, Implementation, and control.
3. Thompson, A. A. 2009 Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. latest Edition.

Journal

1. Business Horizon 2. Academy of Strategic Management Journal 3. Business week