

# National University, Bangladesh

## National University Act, 1992, Section-46

### Regulations for One Year MBA Program-2017

#### Effective from Session: 2017-2018

#### 1. Introduction

The Master of Business Administration degree (MBA) at National University is intended to prepare graduates for positions of leadership and management in the private and public sectors as well as in MNCs. The MBA program will prepare students for assuming responsibility of management in their career path in business and other organizations. The program will also prepare students to have career interests in the field of research and consultancy.

#### 2. Admission

Students will be admitted in the One-Year MBA Program of the National University affiliated colleges/Institutes as per policy of the National University through a centrally administered Online Based Admission System. After announcement of admission notice, intending students should apply in the National University Online Admission Portal. Detailed procedure of admission, qualifications for admission and allocation of seats will be determined by the University authority.

#### 3. The Program

MBA program will be a One-year program, where teaching and examination of allocated courses for a specific semester would be finished within six months. Student will be promoted to the next semester after completing the examination pending the results. The basic structure of the One-year MBA program will be as follows: For the promotion, student must appear at the exam of all the courses of 1<sup>st</sup> semester.

**a. Duration & Credit:** The duration of MBA Program is One Year divided into two semesters. A total of 36 credit hours are required to complete by the students in 10 taught course, 1 viva-voce examinations and an Internship/Project Paper with Defense.

**b. Determination of Major Courses:** In the Second semesters, students will determine their major or specialization area where he/she will have four options to choose from such as Accounting & Information Systems, Management Studies, Marketing and Finance & Banking, out of which he/she must select one. The basic structure of the One- year MBA Program will be as follows:

Semester	Common Course (Credit X Course)	Major Course (Credit X Course)	Project Report & Viva Voce with Defense	Total Credit
First Semester	3X5=15	--		15
Second Semester	--	3X5=15	Internship/Project Report (3 Credit) & Viva-Voce with Defense (3 Credit)	21
Total	5 Courses 15 Credit	5 Courses 15 Credit	6 Credit	36 Credit

## SEMESTER-WISE COURSES, MARKS, AND CREDIT DISTRIBUTION

### First Semester

Paper Code	Course Title	Marks	Credits
610101	Advanced Research Methodology	100	3
610103	Management of Multinational Corporations	100	3
610105	Bangladesh Economy: Performance & Policies	100	3
610107	Managerial Economics	100	3
610109	Project Management	100	3
	Total =	500	15

### 2<sup>nd</sup> Semester (Major in AIS)

Paper Code	Course Title	Marks	Credits
620121	Advanced Financial Accounting	100	3
620123	Corporate Financial Reporting	100	3
620125	Corporate Tax Planning	100	3
620127	Strategic Management Accounting	100	3
620129	Advanced Auditing and Assurance	100	3
620130	Internship Report/Project Paper	100	3
620132	Viva-Voce with Defense	100	3
	Total =	700	21

### 2<sup>nd</sup> Semester (Major in HRM)

Paper Code	Course Title	Marks	Credits
620141	Training and Development	100	3
620143	Strategic Human Resource Planning	100	3
620145	Compensation Management	100	3
620147	Human Resource Information Systems	100	3
620149	International Human Resource Management	100	3
620150	Internship Report/Project Paper	100	3
620152	Viva-Voce with Defense	100	3
	Total =	700	21

### 2<sup>nd</sup> Semester (Major in Marketing)

Paper Code	Course Title	Marks	Credits
620161	Strategic Marketing	100	3
620163	Global Marketing	100	3
620165	Marketing for Non-Profit Organization	100	3
620167	Financial Services Marketing	100	3
620169	Innovation & New Product Development	100	3
620170	Internship Report/Project Paper	100	3
620172	Viva-Voce with Defense	100	3
	Total =	700	21

### 2<sup>nd</sup> Semester (Major in Finance & Banking)

Paper Code	Course Title	Marks	Credits
620181	International Financial Management	100	3
620183	Capital Investment Decision	100	3
620185	Merchant & Investment Banking	100	3
620187	Financial Derivatives	100	3
620189	Bank Risk Management	100	3
620190	Internship Report/Project Paper	100	3
620192	Viva-Voce with Defense	100	3
	Total =	700	21

#### 4. Class Lecturer and Semester

Each 3 credit taught course will require a minimum class lecture of 45 per semester (3 lectures per week), each semester being of six months duration. Each semester will consist of about 21 weeks, in which 17 weeks will be kept for class lectures, 1 week for pre-examination break and 3 weeks for examination. The duration of class lectures should not be less than 50 minutes. Teacher assigned for a particular course should plan the lectures accordingly keeping in view the course content to match the available working days excluding holidays and other off days. The students are allowed 3 months, after their final examination, to complete and submit their Internship Report/Project paper.

#### 5. Duration of Registration & Academic Session

The duration of the registration is 3 years and academic session will be July to June.

#### 6. Class Attendance

Every student of MBA Program must attend at least 75% of class lectures to qualify for sitting in the semester final examinations. Students having less than 75% attendance but more than 60% can be allowed to sit for the examinations as non-collegiate students. Rules applicable to non-collegiate students will be applied on them.

Attendance Range (In Percent)

90% or above	5.00
85% to less than 90%	4.50
80% to less than 85%	4.00
75% to less than 80%	3.50
70% to less than 75%	3.00
65% to less than 70%	2.50
60% to less than 65%	2.00
55% to less than 60%	1.50
50% to less than 55%	1.00
45% to less than 50%	0.50
Less than 45%	0.00

#### 7. Grading Systems

Result of a MBA student will be determined on the basis of Grade Point in a 4-point scale along with Letter Grade. However, to determine the Letter Grade/Grade Point the following range of marks will be considered:

Numerical Grade	Letter Grade (LG)	Grade Point (GP)
80% or above	A+ (Plus)	4.00
75% to less than 80%	A (Plain)	3.75
70% to less than 75%	A- (Minus)	3.50
65% to less than 70%	B+ (Plus)	3.25
60% to less than 65%	B (Plain)	3.00
55% to less than 60%	B- (Minus)	2.75
50% to less than 55%	C+ (Plus)	2.50
45% to less than 50%	C (Plain)	2.25
40% to less than 45%	D (Plain)	2.00
Less than 40%	F	00

**8. Evolution**

There will be a five member examination committee for each year of the MBA Program. Single examiner will evaluate the final examination scripts under the supervision of Head Examiner. Computation of Grade Point Average will be made on the basis of the following illustration:

$$\text{GPA} = \frac{\text{(Credit X Grade Point)}}{\text{Total Credits}}$$

Example:

**FIRST SEMESTER**

Course No.	No. of Credits	Grade Awarded	Corresponding Grading Point	Points Secured
	Col. 1	Col. 2	Col. 3	Col.4=(Col.1XCol.3)
1101	3	B	3	9
1102	3	A	4	12
1103	3	C	2	6
1104	3	B	3	9
1105	3	B	3	9
<b>TOTAL:</b>	<b>15</b>			<b>45</b>

$$\text{EARNED CREDIT (EC)} = 3+3+3+3+3 = 15$$

$$\text{CGPA} = \frac{45}{15} = 3.00$$

**SECOND SEMESTER**

Course No.	No. of Credits	Grade Awarded	Corresponding Grading Point	Points Secured
	Col. 1	Col. 2	Col. 3	Col.4=(Col.1XCol.3)
1201	3	B	3	9
1202	3	C	2	6
1203	3	F	0	0
1204	3	B	3	9
1205	3	C	2	6
<b>TOTAL:</b>	<b>15</b>			<b>30</b>

$$\text{EARNED CREDIT (EC)} = 3+3+3+3+3 = 15$$

$$\text{CGPA} = \frac{30}{15} = 2.00$$

Cumulative up to date

Total Credit	15+15	30
Total Grade Point Secured	45+30	75
CGPA	75/30	2.5
EARNED CREDIT (EC)	15+12	27

**9. Improvement, Drop Out and Re-Admission**

**a. Improvement**

- i) Students receiving F grade in one or more courses must take the improvement examination(s) in subsequent semesters. Two chances will be given to convert F grade into any countable grade. If the students receive a countable grade, in that case he/she will not be allowed to further improve his/her grade. Moreover, the improved grade would not be higher than **B Plus**.
- ii) Students can only attempt to improve their **D and C Grade**. However, students cannot take the improvement exam for more than **two courses** in a particular year.
- iii) Students will not be allowed to improve their In-course, Oral (Viva-voce) and Internship/Project paper) grade in any circumstances.

**b. Drop-Out**

Any Student fails to qualify for the MBA degree within three consecutive academic years including Internship Report/Project Paper Defense, he/ she will automatically be dropped from the program.

**c. Re-admission**

A student through a prayer keep himself/herself away from the program for a maximum period of one full semester, and get readmitted with the next batch, but must finish all requirements to get MBA degree within three academic years. In the cases of retaking a course for failure or for improvement, a student must apply in specific form to the college/institution at least 15 days before the start of regular semester.

**10. Medium of Instructions:**

The medium of instructions of MBA Program will be English.

**11. Examination Rules**

- a. There will be at least two in-course examinations and one home assignment to be conducted by the course teacher for his/her course and marks along with grade should be submitted to the Head of the Department for compilation and subsequent submission to the Controller of Examinations of the National University. Only semester final examinations will be conducted by the National University on six monthly basis for each semester. The routine for final examination must be spread in such a way that those sitting for improvement and retakes should not coincide. Single examiner will evaluate the final examination scripts under a head examiner.

**b. Viva-Voce and Internship/Project Paper**

Students are required to appear before an oral exam (viva-voce with defense) at the end of their Second Semester. The weight of viva voce with defense will be of 6 credits. In the Second semester, students will undertake an internship/Project

relating to their specialization area under the supervision of a faculty member. The project paper will be evaluated by two examiners that is, supervisor of the student and an external member. Students are required to defend their internship or project paper before a committee.

**c. Lecture & Practical Course**

All lecture courses bearing 100 marks will be examined and marks awarded are as follows:

Particulars	Marks	Examined/Provided by
First Incourse Exam	10	Course Teacher
Second Incourse Exam	10	Course Teacher
Assignment and Presentation	5	Course Teacher
Attendance	5	Course Teacher
Semester Final Examination	70	Single Examiner
Total	100	

**Practical Course**

Particulars	Marks	Examined/Provided by
In course Exam (Practical)	30%	Course Teacher
Semester Final Examination (Theoretical)	70%	Single Examiner

**d. Duration of the theoretical exam (70 marks)**

The duration of the exam will be 3 (three) hours and the distribution of marks in the Question Paper will be as follows:

Part-A	Short Questions (Such as Conceptual/Numerical) Covering all the chapters of the syllabus)	6 Questions out of 10	6×5=30
Part-B	Broad Questions (Such as Analytical/ Descriptive /Numerical)	4 Questions out of 7 (Question may be divided into 3 parts.)	10×4=40

**12. Disciplinary measures**

Any student adopting unfair means will be treated as per the rules of National University in this regard.

- 13. Degree Requirements:** Award of the degree of MBA will be dependent upon a student performance as follows:

<b>Total credits obtained</b>	<b>Performance in the courses</b>	<b>Time taken</b>	<b>Cumulative grade point average</b>	<b>Degree to be awarded</b>
36 Credits	No F grade in any course; 2.0 in Viva voce.	Maximum 3 years to complete the Degree including Internship/Project paper Defense	Minimum 2.5	MBA (Major in Accounting & Information Systems, or Human Resource Management, or Marketing or Finance & Banking)

**14. Application, Modification And Administration Of The Rules**

National University may time to time change, modify, insert, amend, and administer the existing rules for MBA Program. The National University will, also make any further detailing of the rules, explanations, clarification etc. given herein as required.

# MBA Program

## MBA Major in Accounting & Information Systems (AIS)

First Semester (Common)	Second Semester (Major)
Advanced Research Methodology	Advanced Financial Accounting
Management of Multinational Corporations	Corporate Financial Reporting
Bangladesh Economy: Performance & Policies	Corporate Tax Planning
Managerial Economics	Strategic Management Accounting
Project Management	Advanced Auditing and Assurance

## MBA Major in Human Resource Management (HRM)

First Semester (Common)	Second Semester (Major)
Advanced Research Methodology	Training and Development
Management of Multinational Corporations	Strategic Human Resource Planning
Bangladesh Economy: Performance & Policies	Compensation Management
Managerial Economics	Human Resource Information Systems
Project Management	International Human Resource Management

## MBA Major in Marketing

First Semester (Common)	Second Semester (Major)
Advanced Research Methodology	Strategic Marketing
Management of Multinational Corporations	Global Marketing
Bangladesh Economy: Performance & Policies	Marketing for Non-Profit Organization
Managerial Economics	Financial Services Marketing
Project Management	Innovation & New Product Development

## MBA Major in Finance & Banking

First Semester (Common)	Second Semester (Major)
Advanced Research Methodology	International Financial Management
Management of Multinational Corporations	Capital Investment Decision
Bangladesh Economy: Performance & Policies	Merchant & Investment Banking
Managerial Economics	Financial Derivatives
Project Management	Bank Risk Management



# National University



## Syllabus for MBA Program First Semester (Common Courses)

One-Year MBA Program  
Effective from the Session: 2017–2018

The MBA Programme is an advanced business education which provides learning experience that incorporates functional areas in accounting, finance, marketing, and HRM to become effective managers and leaders of business organizations in a globally competitive and complex business environment. The MBA programme is designed to prepare individuals with the latest management techniques. The programme will equip graduates with analytical and statistical skills to become better decision makers and managers in the public and private sectors as well as MNCs. MBA Programme provides a holistic approach to all business subjects. Students' existing experience in business enterprises is utilized in the development of critical thinking skills, encouraging the deployment of innovative ideas in the face of challenges, whilst remaining true to the strategic integrity of a Masters in Business Administration. The graduates of MBA programme can pursue careers as business development manager, business analyst/specialist, HR manager, bank and finance managers, financial advisers, risk and project managers, operations manager or managing their own business as entrepreneurs.

### **Objectives of the MBA Program**

- Enhancing the capability of managers to integrate and apply the latest technology in organizational management.
- Practice effectively as management professionals by demonstrating competency in accounting, finance, marketing, and HRM, and applying critical thinking, analysis and problem-solving skills to develop, implement, and evaluate solutions in complex business problems requiring interdisciplinary and global perspectives;
- Promote high ethical standards and professionalism by evaluating the moral, social, and environmental implications of managerial decisions and understanding the relationship between business organizations and other societal institutions.
- Creating and developing well rounded managers and executives.
- Developing entrepreneurial minds with creative and innovative thinking.

## First Semester

<b>Paper Code</b>	<b>Course Title</b>	<b>Marks</b>	<b>Credits</b>
610101	Advanced Research Methodology	100	3
610103	Management of Multinational Corporations	100	3
610105	Bangladesh Economy: Performance & Policies	100	3
610107	Managerial Economics	100	3
610109	Project Management	100	3
	Total =	500	15

<b>Paper Code:</b> 610101	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Advanced Research Methodology</b>		

1. **Introduction:** Concepts of Research-Research Process, Concepts of Research Design.
2. **Field Work:** The Nature of Field Work- Field Work and Data Collection Process- Selecting Fields Workers- Training Fields Workers- Supervising Fields Workers – Validating Fields Work- and Evaluating Field Workers.
3. **Data Preparation:** The Data Preparation Process- Questionnaire Checking – Editing – Coding- Transcribing- Data Cleaning – Statistically Adjusting the Data- Selecting a Data Analysis Strategy.
4. **Analysis Frequency Distribution, Cross Tabulation and Hypothesis Testing:** Statistics Associated with Frequency Distribution- Introduction to Hypothesis Testing – A General Procedure for Hypothesis Testing – Statistics Associated with Cross-tabulation- Cross- Tabulation in Practice- Hypothesis Testing Related to Differences- Parametric and Non-parametric Tests.
5. **Analysis of Variance and Covariance:** Relationship among Techniques – One –Way Analysis of Variance (ANOVA) – Statistics Associated with One- Way ANOVA- Conducting One-Way ANOVA- Illustrative Applications of One-Way ANOVA- Assumptions in ANOVA-Analysis of Covariance ANCOVA- Issues in Interpretation- Repeated Measures ANOVA- Nonmetric- Analysis of Variance- Multivariate Analysis of Variance.
6. **Correlation and Regression:** Product Moment Correlation- Partial Correlation- Nonmetric Correlation- Regression Analysis- Bivariate Regression.
7. **Introduction to Multivariate Analysis:** Multiple Regression- Discriminant Analysis- Factor Analysis- Cluster Analysis- Multidimensional Scaling and Conjoint Analysis.
8. **Report Preparation and Presentation:** Importance of the Report and Presentation- The Report Preparation and Presentation Process- Oral Presentation- Reading the Research Report- Research Follow-up.
9. **Practical:** Data Analysis Through Microsoft Excel or SPSS (30 Marks).

#### **Recommended Books:**

1. Doland Cooper, Pamela Schindler (2013) : *Business Research Methods, 12<sup>th</sup> Edition.*, Mc Graw Hill.
2. C. R. Kothari & Gaurav Garv, (2017). *Research Methodology: Methods and techniques*, 3<sup>rd</sup> Edition, New Age International Publishers
3. Naresh K. Malhotra (2016), *Marketing ResearchA An Applied Orientation*, 7<sup>th</sup> Edition, Prentice Hall Inc.New York.

<b>Paper Code:</b> 610103	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Management of Multinational Corporations</b>		

1. **Introduction to MNCs:** Meaning, Characteristics, Types, Growth and Evaluation of MNCs. Internationalization Theory, Oligopoly Theory, Tariff Jumping Hypothesis, Obsolescing Baring Theory, The Three Models of Internationalization Strategy- Three Phase Internationalization Model.
2. **International Business Management:** Changing Nature of International Business- The Changing Nature of Multinational Enterprise, World Trading System, Implication for Business; Socio, Political and Cultural Environment.
3. **Strategy, Structure and Systems in MNCs:** Strategy and MNCs, Mode of Entry, Strategic Alliances, Organizational Structure of MNCs, Control and Coordination in MNCs.
4. **Managing Business Functions in MNCs:** Marketing Management in MNCs, Operations Managements in MNCs, Human Resource Management in MNCs, Financial Management in MNCs.
5. **Ethics and Social Responsibility in MNCs:** Stakeholders Expectations, Environmental Management in MNCs, Dealing with Corruption and Bribery, Marketing Issues, Human Rights.
6. **Emerging Issues in MNCs:** Challenges of Globalization Towards Transitional Companies, Enterprise risk Management in MNCs.
7. **Bangladeshi MNCs:** Strategic Issues for Bangladeshi MNCs, Evaluation Bangladeshi Companies, Moving up the Value Curve, Overcoming Liabilities of Made in Bangladesh, Developing New Competencies, Building the Future, Role of Government.

**Recommended Book:**

1. Daniels, John; Radebaugh, Lee; Sullivan, Daniel (2013), *International Business*, 14<sup>th</sup> Edition, Pearson.
2. Richard Hodgetts, et al. (2005) *International Management: Culture, Strategy and Behavior*, 6<sup>th</sup> Edition, Tata McGraw Hill.
3. Peter J. Dowling and et. all (2009), *International Human Resource Management: Managing People in a Multinational Context*, 5<sup>th</sup> Edition, South-Western College Publishing, USA
4. E Warren J. Keegan Mark Green, (2012). *Global Marketing*, 7th Edition, Pearson.
5. Carl Rodrigues, (2008). *International Management: A Cultural Approach*, 3<sup>rd</sup> Edition, SAGE Publications, Inc;

<b>Paper Code:</b> 610105	<b>Marks: 100</b>	<b>Credits: 3</b>	<b>Class Hours: 45</b>
<b>Paper Title:</b>	<b>Bangladesh Economy: Performance &amp; Policies</b>		

- 1. Macroeconomic Situation:** Bangladesh Economy: Growth, Savings and Investment-Inflation-Fiscal Sector-Monetary and Financial Sector-Money & Credit, Interest Rate, Capital Markets-External Sector: Exports, Imports, Expatriate Employment & Remittances, Balance of Payments, Foreign Exchange Reserve, Exchange Rate- Medium Term Macro Economic Framework-Reform Programs-Agriculture-Industry-State-Owned Enterprises-Power & Energy-Transport & Communication-Human Resource Development-Poverty Alleviation-Private Sector Development-Environment & Development.
- 2. GDP, Saving and Investment, Prices, Wages and Employment:** Sector wise Growth of GDP-Savings-Investment. Consumer Price Index & Inflation-Wage-Labor Force & Employment-Overseas Employment and Remittances.
- 3. Fiscal Policy and Management, Monetary Management and Financial Market Development:** Fiscal Policy-Government Receipts-Tax Management-Revenue Collection Activities-Public Expenditure-Expenditure under ADP-Composition of ADP Expenditure by Major Sectors-Budget Balance and Financing-Resources for ADP-Public Debt Management. **Monetary Management and Financial Market Development:** Monetary Policy & Monetary Management-Money & Credit Situation-Financial Market Management-Banking Sector-Non-Banking Financial Institutions-Interest Rate Movement-Financing in Agriculture, Industry & SMEs - Financial Sector Management and Policy Reforms-Capital Market & Capital Market Scenario.
- 4. External Sector:** World Trade Scenario-Export and Import Policy, Simplification of Tariff Structure-Reduction of Tariff-Export Policy-Steps towards Export Development-World Trade Organization and Bangladesh-Regional Trade Agreement: APTA, SAFTA, BIMSTECFTA, TPS-OIC, D-8, SAPTA, Balance of Payments-Export Position and Composition of Export Commodities, Country wise Export Earnings-Country wise Import Payment-Exchange Rate Policy-Foreign Exchange Reserve.
- 5. Agriculture, Industry, State Owned Enterprises, Power and Energy, Transport and Communication: Agriculture:** Management of Agriculture: Food Grains Production-Food Budget-Seed and Planning Materials-Fertilizer-Irrigation-Agricultural Credit-Budget Allocation for Agricultural Sector-Development Activities in Agriculture, Fisheries and Livestock Sector. **Industry:** Size and Growth Rate of Manufacturing Sector-Quantum Index of Production of manufacturing Industries-SMEs-BSCIC-Production Performance of State Owned Enterprises (SOEs)-Reform programs in State Owned Industrial Sector-Industrial Investment Status: Industrial Loan-Bangladesh Export Processing Zones. **State Owned Enterprises:** Non-Financial Public Enterprises of Bangladesh-Production and Factor Income of SOE Sector-Net profit/Loss-Contribution to public Exchequer-Government Grant/Subsidy-Debt Service Liabilities-Bank Loan-Financial Performance of SOE Sector. **Power and Energy:** Contribution of Electricity in GDP and its Growth Rate-Present Power Generation Scenario-Transmission and Distribution-Power generation program-Transmission System-Energy Efficiency and Energy Conservation. **Transport and Communication:** Road and Highways-Activities of Bridges Division- Bangladesh Railway-Water Transport-Air Transport-Information and Communication-Postal Service.
- 6. Human Development and Poverty Alleviation:** Human Development and public Outlay for the social Sector-Education and Technology-Women Development-ICT Program and Education-Education Policy 2010-Health Sector Development-Women

and Children Affairs-Social Welfare Activities-Youth and Sports-Cultural Affairs-Labor and Employment. **Poverty Alleviation:** Attainment of Millennium Development Goals-Poverty Reduction Strategy Framework-Measurement of the incidence of Poverty in Bangladesh-Trends of Poverty-Poverty Alleviation Programs. Employment generation program for the poorest-Activities of the Department of Cooperatives-Information and Communication Technology (ICT) for Poverty Alleviation.

7. **Private Sector Development:** Developing a Private Investment Friendly Environment-Industrial Reforms-Investment Scenario-Privatization of State Owned Enterprise-Public Private Partnership-Privatization activities in various sectors in the economy.
8. **Environment and Development:** World Environment Movement-Kyoto Protocol-Clean Development Mechanism (CDM) Activities-The Major Environmental Problems of Bangladesh-The Government Initiatives to Address Environmental Protection and Development-Climate Change and state of Vulnerability of Bangladesh.

**References:**

1. Bangladesh Economic Review (Latest Edition), Ministry of Finance
2. Annual Report, Bangladesh Bank (Current Issue)
3. The Millennium Development Goals, Bangladesh Progress Report, GED, Planning Commission, BBS
4. World Economic Outlook, April 2011, IMF

<b>Paper Code:</b> 610107	<b>Marks: 100</b>	<b>Credits: 3</b>	<b>Class Hours: 45</b>
<b>Paper Title:</b>	<b>Managerial Economics</b>		

- 1. Basic Principles in the Application of Managerial Economics:** Definition of Managerial Economics, Economic Analysis and Business Decisions, Scope of Managerial Economics, Managerial Economics and Gap between Theory and Practice, *Objectives of a Business Firm:* Meaning and Theories of Profit, Profit maximization as a Business Objective, Sales, Growth Rate, and Maximization of Utility function as business objectives, Long-Run Survival, Market Shares, and Entry Prevention, *Constrained Optimization:* The Substitution Method, Lagrangian Multiplier Method
- 2. Decision Analysis:** *Decision Analysis:* Certainty and Uncertainty in Decision Analysis, Analysis of the Decision Problem, Expected Monetary Value Decision, Decision-Making Involving Sample Information, Time Perspective in Business Decisions.
- 3. Analysis of Market Demand, Demand Functions, Demand Analysis and Demand Forecasting:** *Analysis of Market Demand:* Definition of Market Demand, Types of Demand, Determinants of Market Demand, *Demand Functions:* Linear Demand Function, Non-Linear Demand Function, Multi-Variate or Dynamic Demand Function, *Elasticity of Demand:* Own-Price Elasticity, Cross-Elasticity, Income-Elasticity, Advertisement-Elasticity, Elasticity of Price Expectation, *Demand Forecasting:* The Forecasting Techniques
- 4. Production and Cost Analysis:** *The Theory of Production:* The Production Function, Optimal Input Combinations, Input Price Changes and the Optimal Combinations-*Theory of Cost and Break-Even Analysis:* The Business Cost Concepts, The Theory of Cost: Cost-Output Relations, Economies and Diseconomies of Scale, Break-Even Analysis: Linear Cost and Revenue Functions, Break-Even Analysis: Non-Linear Cost and Revenue Functions
- 5. Market Structure and Pricing Decisions :** *Price Determination Under Perfect Competition:* Pricing in Market Period, Pricing in the Short-Run, Pricing in the Long-Run, *Price Determination Under Pure Monopoly:* Monopoly Pricing and Output Decision in the Short-Run, Monopoly Pricing and Output Decision in the Long-Run

**Recommended Books:**

1. Christopher Thomas, S. Charles Maurice, (2015). *Managerial Economics*, 12<sup>th</sup> Edition, McGraw Hill.
2. Mithani, D. M. (2016). *Managerial Economics Theory & Applications*, Himalaya Publications.



<b>Paper Code:</b> 610109	<b>Marks: 100</b>	<b>Credits: 3</b>	<b>Class Hours: 45</b>
<b>Paper Title:</b>	<b>Project Management</b>		

1. **Introduction to Project Management:** An Overview of Project Management, Project Management Environment, Strategy and Project Management, Project Management Processes, Project Integration Management
2. **Project Initiation:** Project Idea Generation and Screening, Market Analysis, Technical and Environmental Analysis of Projects, Financial Analysis of Projects, Cost of Capital, Project Appraisal Criteria, Risk Analysis in Capital Investment Decisions, Project Selection
3. **Project Planning:** Management of Project Scope, Identifying Project Activities, Activities - Sequencing, Estimating Duration, and Scheduling
4. **Project Implementation and Control:** Human Resource Management - Building Project Team, Project Review, Project Control, Project Communication Management, Project Cost Management, Project Risk Management, Project Quality Management, Project Procurement Management

**Recommended Books:**

1. Maylor, Harvey (2010), *Project Management*, 4<sup>th</sup> Edition, Pearson
2. Patel, Bhavesh (2016). *Project Management*, 2<sup>nd</sup> edition, S. Chand & Sons. India

# National University



## MBA Major in Accounting & Information Systems (AIS)

The MBA major in Accounting & Information Systems equips students to acquire specialized skills and knowledge in understanding, and analyzing accounting, financial analysis and related activities of an organization as well as to make effective and ethical and professional financial decisions related to the same. The purpose of this emphasis is to enable students to understand and analyze theories in advanced financial accounting, corporate tax planning, strategic management accounting, advanced auditing and assurance. The goal of the program is to develop theoretical & practical knowledge and skills in finance and equips students with decision making, analytical skills with pre-professional accountant. Develop an understanding of the operations and structures of various organizational environments.

## 2<sup>nd</sup> Semester (Major in AIS)

<b>Paper Code</b>	<b>Course Title</b>	<b>Marks</b>	<b>Credits</b>
620121	Advanced Financial Accounting	100	3
620123	Corporate Financial Reporting	100	3
620125	Corporate Tax Planning	100	3
620127	Strategic Management Accounting	100	3
620129	Advanced Auditing and Assurance	100	3
620130	Internship Report/Project Paper	100	3
620132	Viva-Voce with Defense	100	3
	Total =	700	21

<b>Paper Code:</b> 620121	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Advanced Financial Accounting</b>		

1. **Presentation of Financial Statements (IAS-I).**
2. (a) **Corporate Expansion and Accounting for Business Combinations:** Statutory and Accounting Standards requirements relating to preparation of Consolidated Financial Statements – Accounting and Reporting Alternatives: Purchase Accounting – Pooling of Interest Accounting – Methods of Reporting Investments: The Cost Method – The Equity Method – Theories of Consolidation : Proprietary Theory – Parent Company Theory – Entity Theory – Current Practice.  
(b) Preparation of Consolidated Statements and Elimination of Investments in Subsidiaries-Revaluation of Assets and liabilities – Goodwill Arising on Acquisition – Inter-Corporate Transactions and Transfer – Calculation of Minority Interest.  
(c) Consolidation as on date of Acquisition – Consolidation Following Acquisition.
3. **Reconstruction and Mergers:** Objectives – Statutory regulations. Special emphasis: on determination of Purchase Consideration in case of External Reconstruction taking into consideration the Valuation of good will – Preparation of Reconstruction Schemes in case of Internal Reconstruction.
4. **Multinational Accounting:** Foreign Currency Translation: Accounting For Foreign Currency Transactions – Translation of Foreign Currency Financial Statements: The Closing Rate Method – The Temporal Rate Method – The Current and Non-current Method- The Monetary and Non-monetary method –Hedging Foreign Currency Transactions. (IAS-21)
5. **Segment and Interim Reporting:** Reporting for Segments: Segment reporting Accounting Issues – Information about Operations of different Segments – Information about Major Customers. (IAS – 14 revised in 1997).
6. **SEC Reporting:** Securities and Exchange Commission Integrated Disclosure Systems – Issuing Securities: Registration Process – Periodic Reporting Requirements – The BSEC Policy Setting Responsibilities – Major Disclosure Requirements – Additional Considerations.
7. **Accounting for Taxes on Income (Deferred Taxation):** Tax Payable Method – Tax Effect Accounting Methods: Deferral Method – Liability Method.

**Recommended Books:**

1. International Accounting Standards,(2017). 4<sup>th</sup> Edition, John Wiley & Sons.
2. Clift R.C. and Navaratnam V., Company Accounting, Latest Edition, Prentice Hall

<b>Paper Code:</b> 620123	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Corporate Financial Reporting</b>		

- 1. The Institutional Setting and the Development of Financial Reporting Systems:** Introduction-The Focus on Financial Information in retrospect-Financial Accounting Standard Setting Organizations-The AICPA-The FASB-The Securities and Exchange Commission-International Standard Setting Organizations- International Accounting Standards Committee (IASC).
- 2. Corporate Financial Reporting Fundamental:** Brief Resume of Basic Accounting Concepts-Business Entity-Going Concern-Money Measurement-Accounting Period-Consistency- Historical Cost- Realization-Matching Cost and Revenue-Dual Aspect-Reliability of Evidence –Disclosure-Conservatism-Materiality.
- 3. Users and Uses of Financial Reports:** Principal categories of users of Financial Statements-External Users: Shareholders, Prospective Shareholders, Investors, Prospective Investors-Bond/Debenture holders-Creditors of Different Types-Financiers of Different Types-Securities and Exchange Commission-National Board of Revenue-Government/Public Agencies-Outside Agencies and Institutions – A host of other Interest Groups outside of the Organization-and Anybody in the World at large, Internal Users: Different Tier of Management.
- 4. Financial Reporting and Disclosure:** The Nature of Disclosure-Disclosure of Quantities Data-Disclosure of No quantitative Information-Disclosure of Post-Statement Events-Disclosure of Segment Information –Accounting Difficulties-Methods of Disclosure- Form and Arrangement of Formal Statements- Terminology and Detailed Presentations-Parentetical Information-Supplementary Statements and Schedules Footnotes-The Auditor's Certificate- The Chairperson's Letter.
- 5. Fragments of Corporate Reporting:** Income Measurement and reporting-Revenue Recognition. Reporting Extraordinary and Unusual Items. Reporting Assets-Long-lived Fixed Assets-Intangible Assets-Inventories etc. Reporting Long-term Financial Commitments-Leases-Retirement Benefits. Reporting Share holders' Equity, Reporting Interim Period results and Contingencies.
- 6. Reporting the Effect of Price Change:** The Nature of Price Changes: General Price-Level Changes-Specific Price Changes-Relative Price Changes-The Monetary and Non-monetary Classifications-Gains and Losses on Monetary Items. Price-level Restatement Approaches.
- 7. A Preview of company fundamentals:** Qualitative Information and their Interpretation-Supply of Accounting Statement Information-Regulatory bodies and their role-Mandatory and Volumetric Disclosures-Market Demands and supply of Information.

**Recommended Books:**

1. David F Hawking (1986). Corporate Financial Reporting & Analysis (Text & Cases), 4<sup>th</sup> Edition, Irwin/McGraw-Hill
2. Accounting Theory: Irwin Inc. Homewood Illinois, USA.
3. Current Text of Accounting Standards FASB: John Wiley & Sons.

<b>Paper Code:</b> 620125	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Corporate Tax Planning</b>		

1. **Tax Structure, Planning and Strategy:** Government revenue, tax and nontax revenue, income tax, goods and services tax, customs, inheritance tax, gift tax. tax rules and investment decisions, tax authority as investment partner, maximum exemptions and deductions.
2. **Accountant's income and NBR's income:** nontax factors, prudence, capital maintenance, income smoothing, big bath, regulatory costs, growth and expansion, and foresightedness whereas NBR's policy of normal growth of business and industry and average accounting.
3. **Organizational forms and tax planning:** sole proprietorship, partnership, companies, exemption of capital gain in conversion to companies from other forms of business, investor's personal tax rate on ordinary income, corporate level tax rate, investor's capital gain tax rate, charge of additional tax, charge of excess profit, charge of minimum tax.
4. **Tax planning for business expenditures and Depreciation:** legitimate, transparent and market-based expenditures, capital vs revenue expenditures, current repairs, heavy repairs, loss due to embezzlement, directors' remuneration, sales promotion, bad debt and provision for doubtful debts, cash and cheque payment , payment to competitors, R&D, entertainment, travelling, advertisement. Tax planning for depreciation: normal and accelerated depreciation, block assets, disposal of assets.
5. **Perquisites and allowances of employees:** salary vs deferred remuneration, present value, employer and employee tax rates, salary vs fringe benefits, loans, cash bonus and share-based bonus.
6. **Exemptions:** trust and charitable purpose, local government, envoy, pension, gratuity, agricultural income, SME, income from provident fund, dividend.
7. **Marginal tax rates and dynamic tax planning:** marginal, average and effective tax rates, estimating corporate marginal tax rates, tax planning for low marginal tax rates.
8. **Losses and carry forward:** same head, different head, business losses, capital gains, conditions.
9. **Payment of tax before assessment:** Deductions at source, computation of advance tax, installments, estimate of advance tax.
10. **Capital gains, dividend income:** long-term and short-term capital gains, admissible deductions, cost inflation index in Indian law, transactions not regarded as transfer, exemptions.

**Recommended Books:**

1. Lakhota, R.N. and Lakhota S. (2015). Corporate Tax Planning, 24<sup>th</sup> Edition, Delhi: Vision Books
2. Income Tax Ordinance 1984, NBR annual reports.
3. Chowdhury, Dhiman (2017), Advanced Issues in Taxation: Theory and Practice, Dhaka.

<b>Paper Code:</b> 620127	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Strategic Management Accounting</b>		

1. **Strategic Management Accounting:** An Introduction: Historical evolution of Management Accounting - Strategic Management Accounting - Difference between Management Accounting and Strategic Management Accounting - Scope of Management Accounting Systems Information - The relationship among financial accounting, cost accounting, cost management and strategic cost management - Theoretical perspectives of management accounting.
2. **Activity-based costing and Activity Based Management:** ABC - Classification of organizational activities for an ABC system - Traditional Cost systems and ABC systems - Limitations of ABC - Activity Based Management. Customer Profitability Analysis/ Customer Analysis (CPA) - CPA and ABM - The implementation of CPA. -CPA and ABM - The implementation of CPA.
3. **Strategic Cost Management:** Lean production - JIT production and ABC -Target Costing, Kaizen Costing and Product Life Cycle Costing, - Product Development-Value Engineering! Analysis - Quality Function Deployment.
4. **Quality Costing, Total Quality Management, and Management Accounting Systems:** Dimensions of quality - quality costs - Hidden quality costs- Cost of dissatisfied customer- Taguchi Loss Function- TQM – Benchmarking.
5. **Responsibility Accounting:** Decentralization a theoretical perspective- Responsibility Center and Segment Reporting - Key financial measures - ROI, RI, EVA, MY A. -Transfer Pricing.
6. **Balanced Scorecard (BSC), Measuring non-financial performance:** Importance of non-financial performance measures- key non-financial performance measures- building a strategic performance measurement system - Balanced Scorecard evolution- Linking BSC with the strategy of the organization - arguments for Balanced Scorecard adoption.

#### **Recommended Books:**

1. Atkinson, A. A., R. S. Kaplan and S. M. Young (2012). Management Accounting, 6<sup>th</sup> Edition, Pearson Education
2. Horngren. Charles T. (2007). Cost Accounting –A Managerial Emphasis, 12<sup>th</sup> Edition, Prentice-Hall.

<b>Paper Code:</b> 620129	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Advanced Auditing and Assurance</b>		

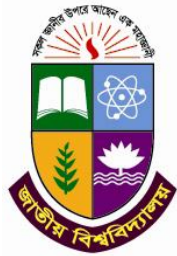
1. **The Modern Audit Process:** Other Services, Audit Issues, Business Scenario.
2. **Company Audit:** Qualification, Appointment, Remuneration, Removal, Rights, Status, Duties and Liabilities of Company's Auditor, Auditor's Lien, Preparatory Work by an Auditor before the Commencement of Audit.
3. **Divisible Profit and Dividend:** Business Profit Vs Capital Profit, Importance of Ascertaining, Correct Profit for a Company, Important Considerations in Determining Divisible Profit, Auditor's Regarding Divisible Profit and Dividend, Interim Dividend.
4. **Auditor's Report and Certificate:** Definition, Importance, Features, Contents, Types of Auditor's Report– Auditor's Report of Sole-Trader-Ship, Partnership and Company, Auditor's Report Vs Auditor's Certificate, Grounds for Qualification of Auditor's Report, Specialized Audits & Reports.
5. **Auditing Standard and Standard Practice in Auditing:** Definition and Classification of Auditing, Standard, Organizations Influencing Auditing Standards, International Auditing Standards and Guidelines, Auditing Standards Guidelines Published by ICAB, Auditing Profession in Bangladesh– Standard Practice in Auditing– Techniques of Auditing- Uses of Audit Practice Manual.
6. **Professional Practice and Ethics:** Audit & Concepts, EDP, Group Accounts, Non-Financial, Audit- Integrity, Objectivity - Independence - Confidentiality.
7. **Cost Audit:** Purpose, Cost Audit Report, Report Rules 97, Performance Audit, Social and Environmental Audit- SME and Audit Exemption Management Audit.

#### **Recommended Books:**

1. Tandon B. N, (2016). A Hand Book of Practical Auditing, 15 Edition, S. Chand & Sons.
2. Bangladesh Standards on Auditing : ICAB & ICMAB
3. Government of Bangladesh: The Companies Act. 1994



# National University



## MBA Major in Human Resource Management (HRM)

MBA major in Human Resources Management (HRM) emphasis prepares students to play an important role in managing the human resource requirements of an organization. Students completing this emphasis would be able to understand and develop skills related to international human resource best practices like human resource planning, recruitment, selection and placement, training & development, compensation management and performance management. An understanding of Bangladesh labor laws would equip the students to make adequate decisions related to this environment and compare the region's labor practices with international labor practices. The goal of the program is to develop knowledge and skills in Human Resource Management processes, tools, systems and techniques and develop skills in planning Human Resource activities within the organization. Orient students in understanding issues related to diversity and equal employment opportunity and critically analyze the application of tools and techniques of HR to successfully solve them as well as to expose students to new trends in Human Resource Information Technology.

### 2<sup>nd</sup> Semester (Major in HRM)

<b>Paper Code</b>	<b>Course Title</b>	<b>Marks</b>	<b>Credits</b>
620141	Training and Development	100	3
620143	Strategic Human Resource Planning	100	3
620145	Compensation Management	100	3
620147	Human Resource Information Systems	100	3
620149	International Human Resource Management	100	3
620150	Internship Report/Project Paper	100	3
620152	Viva-Voce with Defense	100	3
	Total =	700	21

<b>Paper Code:</b> 620141	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Training and Development</b>		

1. **Introduction:** Definition, Designing Effective Training, The Forces Influencing Working and Leadership, Snapshot of Training Practices.
2. **Strategic Training:** The Evaluation of Training's Evaluation, The Strategic Training and Development Process, Organizational Characteristics that Influences Training, Training Models.
3. **Needs Assessment:** Definition, Importance of Needs Assessment, Methods, Process, Models, and Scope.
4. **Learning:** Definition, Learning Theories, Process, Consideration to design the Learning Programs.
5. **Training Evaluation:** Definition, Importance, Process, Outcome of Training Evaluation, Determining the ROI, Measurement of the Human Capital Investment.
6. **Traditional Training Methods:** Presentation Methods, Hands-on-Methods, Group Building Methods, Choosing Training Methods.
7. **Employee Development:** Definition, Approaches of Employee Development, The Development Planning Process.
8. **Career Management:** Definition of Career and Career Management, Importance of Career Management, Models of Career Management, Career Management Systems, Role of Employees, Managers, HR Managers and Company in Career Management, Evaluation of Career Management Systems.
9. **The Future of Training & Development:** New Technologies in Training Demand for Training for Virtual Work Assessment, Emphasis on Speed in Design, Focus, Content and The Use of Multiple Delivery Methods, Emphasis on Capturing and Sharing Intellectual Capital.

**Recommended Books:**

1. Raymond A Noe, (2012). *Employee Training & Development*, 4<sup>th</sup> Edition. Tata McGraw Hill Education Pvt. Ltd
2. P. Nick Balanchard, James W Thacker, (2012). *Effective Training: Strategies Systems and Practices*, 5<sup>th</sup> Edition, Pearson Edition,

<b>Paper Code:</b> 620143	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Strategic Human Resource Planning</b>		

1. **Concepts of Strategy and Planning:** The Need for Strategic HRM, Strategy, Strategic Types, Models of Business Strategies.
2. **Environmental Influences on HRM:** Environmental Scanning Sources and Methods, Sources of Information, Technique of Scanning, Challenges in Scanning, Environmental Factors, Stakeholders.
3. **Job Analysis:** Definition, Problems in Job Analysis, Importance, Process, Techniques.
4. **HR Management System:** Stages in HRMS development, Selection and Design Criteria for HRMS, Criteria for Data Inclusion in HRMS.
5. **The HR Forecasting Process:** Definition, Benefits, Factors Affecting HR forecasting, Determining the Need for HR Requirement, HR Forecasting Time Horizons.
6. **HR Demand:** Trend Analysis to Predict HR Demand, Expert Forecast, Delphi Technique, Nominal Group Technique, HR Budget, Regression Analysis.
7. **Succession Management:** Definition, Importance, Evolution of Succession Management, Process, Employee Role on Succession Management.
8. **Downsizing and Restructuring:** Definition of Downsizing and Restructuring, Workforce Reduction and Restructuring, Reasons of Downsizing, Consequence of Downsizing, Effective Downsizing Decisions, HRM issues in Downsizing
9. **Mergers, Acquisitions and Outsourcing:** Definition of Mergers, Acquisitions and Outsourcing, HR issues in Mergers, Acquisitions and Outsourcing, Importance of Mergers, Acquisitions and Outsourcing, Limitations of Mergers, Acquisitions and Outsourcing.

#### **Recommended Books:**

1. Kenneth J. McBey & Monica Belcourt (2015) *Strategic Human Resource Planning*, 6<sup>th</sup> Edition, Thomas Canada Limited,

<b>Paper Code:</b> 620145	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Compensation Management</b>		

1. **Introduction:** Definition, Objectives, Compensation and Organization Strategy, Pay and Social Class, Intrinsic and Extrinsic Compensation.
2. **The Reward System:** Definition, Compensation System, Compensation and Non-Compensation Dimensions.
3. **Microeconomic Compensation Concepts:** Definition of Job Analysis, Job Description, Job Evaluation, Methods, Importance of Job Analysis, Methods, Importance of Job Description and Methods, Importance of Job Evaluation,
4. **Surveying Market Pay & Compensation Practices:** Determining the need for a Survey, Pay Survey Problems, Preparing for Pay Survey.
5. **Measuring and Paying For Performance Plans:** Definition of Pay for Performance, Specify Pay for Performance Plan, Short Term Individual Incentive Plan, Team Incentive Plans, Earnings and Risk Plan, Group Incentive Plans.
6. **Short-Term and Long-Term Incentives:** Premiums and Differentials Pay for Units Produced, Individual- based Bonuses and Awards, Organization-wide Short-Term Incentives, Tax Legislation, Designing a Long-Term Incentive and Deferred Compensation Plan.
7. **Executive and International Compensation:** Executive Compensation, Maximizing Executive Compensation Opportunities, International Compensation.
8. **Employee Remuneration, Benefits and Services:** Components of Remuneration, Factors Influencing Remuneration, Equity of Remuneration, Importance of Benefits and Services, Benefits Administration, Major Categories of Employees Benefits and Employee Services.
9. **Pay Delivery Administration:** Compensation Administration in Bangladesh, Comparative Analysis of Different Pay Scales in Bangladesh.

#### **Recommended Books:**

1. Richard I. Handerson (2005). *Compensation Management in Knowledge Based World*, 10<sup>th</sup> Edition, Pearson
2. Milkovich T. George, Newman M. Jerry, (2004). *Compensation*, 8<sup>th</sup> Edition, Tata McGraw-Hill Publishing Company Ltd.

<b>Paper Code:</b> 620147	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Human Resource Information Systems</b>		

1. **Introduction:** Historical Evolution of HRM and HRIS, HR activities, Interface Between HR and Technology.
2. **Database Concepts and Applications in HRIS:** Definition of Data Information and Knowledge, Database Management Systems, Key Relational DBMS, Data Warehouse, Business Intelligence and Data Mining.
3. **Systems Considerations in the Design of an HRIS:** HRIS Customers/ Users, HRIS Architecture, System Implementation Process.
4. **HRIS Needs Analysis:** HRIS Needs –Planning and Analysis, SDLC, GAP Analysis, Global Positioning Systems of HRIS.
5. **System Design and Acquisition:** Consideration During the SDLC, Working with Vendors, Assessing System Feasibility.
6. **HR Administration and HRIS:** Introduction to HR Administration and HRIS Environment, Outsourcing and HRIS, Legal Compliance and HR Administration Approaches, HR Administration and Equal Employment Opportunity, HR Strategic Goal Achievement and the Balanced Scorecard.
7. **Training and Development Issues and HRIS Applications:** Training and Development: Strategic Implications and Learning, Training Matrices and Cost Benefits Analysis, HRIS Applications in Training.
8. **Performance Management, Compensation, Benefits, Payroll and the HRIS:** Definition of Performance Management, Compensation, Benefits, Payroll. Typical Data Input, Typical Reports, Data Outflows and Decision Support for Performance Management, Compensation, Benefits, Payroll.
9. **Information Security and Privacy in HRIS:** Definition, Threats of Information Security, Components of Information Security, Legal Requirement of Information Security, Role of HR in Information Security.

**Recommended Book:**

1. Michael J. Kavanagh and Mohan Thite, (2011). *Human Resource Information Systems*, 2<sup>nd</sup> Edition, SAGE Publications, Inc.

<b>Paper Code:</b> 620149	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>International Human Resource Management</b>		

1. **Introduction:** Definition of International HRM, Approaches of IHRM, Model, Factor Differentiated International From Domestic HRM, Variables that Moderate Differences Between Domestic and IHRM.
2. **The Organizational Context:** Stages of Organization, The Path to Global Status, Linking HR to International Expansion Strategies.
3. **International Recruitment & Selection:** Definition, Executive Nationality Staffing Policies, Issues in Staff Selection.
4. **Performance Management:** Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees, Appraisal of HCN Employees.
5. **Training & Development:** Expatriate Training, Components of Effective Pre-departure Training Program, HCN Training, Individual Career Development.
6. **Compensation:** Definition, Objectives of Compensation, Key Components of an International Compensation Program, Approaches to International Compensation, Taxation.
7. **Repatriation:** Definition, Process, Factors, Multinational Response.
8. **Labor Relations:** Issues of International Industrial Relations, Trade Unions and International Industrial Relations, Regional Integration: the EU, The Issues of Social Dumping, The Impact of Digital Economy.
9. **IHRM Trends and Future Challenges:** International Business Ethics and HRM, Mode of Operation and IHRM, Ownership Issues, Research Issues and Theoretical Development.

#### **Recommended Books:**

1. Peter J. Dowling and et. all (1999), *International Human Resource Management: Managing People in a Multinational Context*, Latest Edition South-Western College Publishing, USA.
2. Anne-Will Harzing and Joris Van Ruysseveldt (2004), 2<sup>nd</sup> Edition *International Human Resource Management*, SAGE Publications, London,

# National University



## MBA Major in Marketing

MBA major in marketing can be a rewarding prospect for an aspiring student oriented towards building a career in marketing. The marketing emphasis encompasses the fundamental approaches in understanding markets, market competition and competitor's strategies in developing marketing programs. The emphasis courses cover a wide spectrum of marketing functions such as advertising, consumer behaviour, supply chain management and international communications. The course gives an in-depth understanding about different marketing strategies using effective cases and application methodologies that focus on developing practical and analytical skills related to actual marketing scenarios involving rivals, and different competitive marketing strategies. The goal of the study is to equip students with skills, knowledge and understanding of roles of marketing professional in the competitive business environment. Develop understanding of techniques in analyzing marketing processes and expose students to best practices in marketing operations



### 2<sup>nd</sup> Semester (Major in Marketing)

<b>Paper Code</b>	<b>Course Title</b>	<b>Marks</b>	<b>Credits</b>
620161	Strategic Marketing	100	3
620163	Global Marketing	100	3
620165	Marketing for Non-Profit Organization	100	3
620167	Financial Services Marketing	100	3
620169	Innovation & New Product Development	100	3
620170	Internship Report/Project Paper	100	3
620172	Viva-Voce with Defense	100	3
	Total =	700	21

<b>Paper Code:</b> 620161	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	Strategic Marketing		

1. **Introduction:** Basics of marketing -Foundations of Strategic Marketing Management.
2. **Marketing -Driven Strategy:** Marketing -driven strategy -Marketing orientation - Capabilities-Creating value for customers-Becoming market driven.
3. **Business and Market Strategies:** Corporate strategy-Business and Marketing Strategy - Marketing Strategy Process -Preparing the Marketing Plan.
4. **Market Targeting and Strategic Positioning:** Market targeting strategy-Targeting in different market environment -The positioning process-Determining positioning effectiveness.
5. **Relationship Strategies:** The Rationale for inter organizational relationship-Types of organizational relationship -Developing effective relationship between organizations - Global relationship organizations.
6. **Strategic Brand Management:** Product management issues-Analyzing Product Preference Strategies for Products brands Strategic Brand Management process.
7. **Topics to know:**
8. **Pricing Strategy:** Strategic role of price-Analyzing the pricing-Selecting the pricing strategy Determining specific prices and policies.
9. **Promotion, Advertising and Sales Promotion Strategies:** Promotion strategy-Advertising strategy-Sales Promotion strategy.
10. **Sales Force and Direct Marketing Strategies:** Developing and implementing sales force strategy-Direct marketing strategies.
11. **Marketing Strategies Implementation and Control:** The marketing plan-Implementing the plan-Strategic evaluation and control- Performance criteria and information needs-Performance assessment and action.

#### **Recommended Books:**

1. David W Cravens and Nigel F. Pierce, (2012). Strategic Marketing, 10<sup>th</sup> Edition, Irwin McGraw – Hill
2. Alexander Chernev & Philip Kotler, (2014). Strategic Marketing Management, 8<sup>th</sup> Edition, Cerebellum Press

<b>Paper Code:</b> 620163	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	Global Marketing		

1. **Introduction to Global Marketing:** What is globalization and global marketing? Global vs. Regular marketing. Introduction to global industries. Competitive advantage, globalization & global industries. The Importance of Going Global. Forces Affecting Global Integration & Global Marketing.
2. **The Global Economic Environment:** An overview of the world economy: A survey of economic system types, The stages of market development, The balance of payments. The Global Trade Environment: General Agreement on Tariffs and Trade: To identify the major characteristics and challenges of the World Trade Organization: Free Trade Area, Global Trade Unions.
3. **Social and Cultural Environment:** Social & Cultural Environments: Society, Culture, and Consumer Culture: Hall's Theory: Hofstadter's Cultural Typology: Ethnocentricity and Self Reference Criterion: Maslow's Hierarchy: Diffusion Theory.
4. **The Political, Legal, and Regulatory Environments of Global Marketing:** Political, Legal and Regulatory Environments: Understand how a political environment impacts marketing: Know how international law differs over the world: Which business issues lead to legal problems: How conflicts can be resolved in the European Union.
5. **Segmentation, Targeting, And Positioning:** Segmentation, Targeting, and Positioning: To learn How to identify like groups of potential customers? How to choose the groups to target? How to segment those groups? How to position the brand in the mind of the customer
6. **Entry and Expansion Strategies:** Marketing And Sourcing: Importing, Exporting, and Sourcing: This chapter looks at: Export selling and export marketing: Organizational export activities: National policies on imports and exports: Tariff systems: Key export participants. Global Market Entry Strategies: Licensing, Investment and Strategic Alliances.
7. **Competitive Analysis and Strategy:** Industry analysis forces, global competition and national competitive advantage, competitive advantage and strategic models, strategic positions, competitive innovation and strategic intent.
8. **Global Marketing Mix Decisions:** Branding and Product Decisions in Global Marketing, Pricing Decisions, Channels and Physical Distribution strategies.
9. **Global Marketing Communication Decisions:** Global Marketing Communications Decisions: Advertising, personal selling, sales promotion, direct marketing, public relations and publicity, Global Marketing and the Digital Revolution

#### **Recommended Books:**

1. E Warren J. Keegan Mark Green, (2012). Global Marketing, 7th Edition, Pearson.
2. Masaaki Kotabe and Kristiann Helsen, (2016). Global Marketing Management, 7<sup>th</sup> Edition, John Wiley and Sons.

<b>Paper Code:</b> 620165	<b>Marks: 100</b>	<b>Credits: 3</b>	<b>Class Hours: 45</b>
<b>Paper Title:</b>	Marketing for Non-Profit Organization		

1. **Developing A Customer Orientation:** The Growth and Development of Nonprofit; Marketing, Developing a Customer Centered Mindset. Emerging Challenges Before Non-Profit Organizations.
2. **Strategic Planning and Organization:** Strategic Marketing Planning; Understanding Target Audience Behavior; Acquiring and Using Marketing Information; Segmentation, Positioning, and Branding.
3. **Developing and Organizing Resources:** Generating Funds; Attraction Human Resources - Staff, Volunteer, and Boards; Working with the Private Sector; Organizing for Implementation; Planning and Budgeting the Marketing Mix.
4. **Designing the Marketing Mix** Managing the Organization's Offerings; Social Marketing; Developing and Launching new Offerings; Managing Perceived Costs; Managing Public Media
5. **Non-Profit Marketing Strategies in the different Sectors:** Education Marketing, Hospital Marketing, Political Marketing, Marketing for Trade Unions, Marketing for Trade Associations, Marketing for Fire Fighting Services, Marketing for NGOs, Marketing for Red Cross Services, Marketing Police Services.

**Recommended Books:**

1. Alan R. Andreasen and Philip Kotler, (2007). Strategic Marketing for Nonprofit Organizations, 7<sup>th</sup> Edition, Pearson.
2. S. M. Jha, (2017). Marketing Non-Profit Organizations, Second Edition, Himalayan Publications.

<b>Paper Code:</b> 620167	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	Financial Services Marketing		

- 1. Introduction:** An Overview of Financial Services, Characteristics of Financial Services, Business Environment of Bank and Non-Banking Services in Bangladesh, Marketing of financial services, Transformation in Marketing Practices.
- 2. Customer Focus in Marketing Financial Services:** Consumer Behavior, Marketing and Strategy, Role of Marketing Research, Market Segmentation, Target Market Selection, Positioning, The Customer Service Imperative.
- 3. Service Management and CRM:** The Service Concept and Service Management, Importance of CRM in Marketing Financial Services, CRM and Relationship Marketing, CRM Concepts, CRM Implementation and Evaluation.
- 4. Marketing Financial Services:** Corporate Banking, Retail Banking, Mobile Banking, Internet Banking, Credit Cards, Non-Life Insurance Life Insurance, Small Savings and Retirement Planning, Mutual Funds, Fee-Based Services.
- 5. Trends and International Perspectives:** Technology and Marketing, Trends in Bank Marketing, Trends in Insurance Marketing, Marketing Financial Services in the Develop and Developing Countries.

**Recommended Books:**

1. Dr Tina Harrison, (2006). Financial Services Marketing, 1<sup>st</sup> Edition, Person Education
2. Hooman Estelami, (2012), Marketing Financial Services: Second Edition, Dog Ear Publishing.

<b>Course Code:</b> 620169	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Course Title:</b>	<b>Innovation &amp; New Product Development</b>		

- 1. Introduction to Innovation management:** The importance of innovation, the study of innovation, the need to view innovation in an organizational context, problems of definition and vocabulary, popular views of innovation, models of innovation, innovation as a management process.
- 2. Product and brand strategy:** Capabilities, networks and platforms, product planning, product strategy, the competitive environment, differentiation and positioning, competing with other products, managing brands, brand strategy, market entry, launch and continuing improvement, withdrawing products, managing mature products.
- 3. New product development:** Innovation management and NPD, considerations when developing an NPD strategy, NPD as a strategy for growth, what is a new Product? Overview of NPD theories- models of new product development.
- 4. Packaging and product development:** Wrapping and packaging products, the basic principles of packaging, characteristics of packaging, product rejuvenation, new product opportunities through packaging, product and pack size variation, packaging systems, retailer acceptance, revitalizing mature packaged goods.
- 5. New service innovation:** The growth in services, different types of services, characteristics of services and how they differ from products, classification of service innovations, new service development models, Service innovation and the consumer.
- 6. Market research and its influence on new product development:** Market research and new product development-The purpose of new product testing-testing new products-techniques used in consumer testing of new products-when market research has too much influence-discontinuous new products-market research and discontinuous new products-

circumstances when market research may hinder the development of discontinuous new products-technology intensive products- breaking with convention and winning new markets- when it may be correct to ignore your customers-striking the balance between new technology and market research-the challenge for senior management.

- 7. Managing the new product development process:** New products as projects- the key activities that need to be managed-NPD across different industries-Organizational structures and cross-functional teams-The marketing/R&D interface-High attrition rate of new products.

### **Books Recommended**

Paul Trott (2008), Innovation Management and New Product Development, 4<sup>th</sup> edition, Pearson Education.

# National University



## MBA Major in Finance & Banking

The MBA major in finance equips students to acquire specialized skills and knowledge in understanding, and analyzing financial analysis and related activities of an organization as well as to make effective and ethical financial decisions related to the same. The purpose of this emphasis is to enable students to understand and analyze theories in corporate finance, investment and portfolio management. A focus on financial institutions and international finance domain enable students to keep abreast with the various changes and challenges operating in international business scenarios. The goal of the program is to develop theoretical & practical knowledge and skills in finance and equips students with decision making and analytical skills. Develop an understanding of the operations and structures of various financial systems.

**2<sup>nd</sup> Semester (Major in Finance & Banking)**

<b>Paper Code</b>	<b>Course Title</b>	<b>Marks</b>	<b>Credits</b>
620181	International Financial Management	100	3
620183	Capital Investment Decision	100	3
620185	Merchant & Investment Banking	100	3
620187	Financial Derivatives	100	3
620189	Bank Risk Management	100	3
620190	Internship Report/Project Paper	100	3
620192	Viva-Voce with Defense	100	3
	Total =	700	21



<b>Paper Code:</b> 620181	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>International Financial Management</b>		

1. **An overview of International Finance and International Financial Markets:** Foreign exchange market, international money market, international credit market, international bond market, international stock market, investing foreign stock market
2. **International Flow of Funds:** Balance of Payment, Principles of BOP, Factors Affecting International Trade Flows, Correcting a Balance of Trade Deficit, Factors Affecting DFI, Factors Affecting portfolio investment; Motives for investing in and borrowing from international financial market.
3. **Exchange Rate Determination:** Measuring Exchange Rate Movement, Exchange Rate Equilibrium, Factors Affecting Interest Rate, How Exchange Rate Affects an MNC's Value, exchange rate system- fixed exchange rate, freely floating, managed float and pegged exchange rate system.
4. **International Capital Budgeting:** Capital budgeting: subsidiary Vs parent perspective, inputs, factors to consider in int'l capital budgeting adjusting project assessment for risk.
5. **Forward Exchange (Levi):** Definition, forward premium and discount, forward rate Vs expected future spot rate, payoff profile, outright forward exchange and swaps, quotations, spread and maturity, maturity dates and value dates.
6. **Currency Futures and options (Levi):** Forward: definition, comparison between forward and future, pricing currency futures, uses, closing out future position, marking to market; Option: call options, factors affecting call option premium, uses, put option, factors affecting put option premiums, uses, payoff profile.
7. **International Arbitrage and Interest Rate Parity:** International arbitrage, locational arbitrage, triangular arbitrage, covered interest arbitrage, Interest rate parity: definition, derivation, determining forward premium, testing IRP, reasons for deviation;
8. **Inflation, Interest Rate and Exchange Rate:** Purchasing power parity (PPP): definition, forms-absolute and relative, derivation, using PPP, testing, reasons for deviation; International Fisher Effect (IFE): definition, implication, derivation, comparison of IRP, PPP and IFE;
9. **Measuring Exposure to Exchange Rate Fluctuations:** Relevance of exchange rate risk, types of exposure, transaction exposure: definition, transaction exposure to net cash flow, transaction exposure based on currency variability, transaction exposure based on currency correlation; economic exposure: definition, economic exposure to local currency appreciation, economic exposure to local currency depreciation, measuring economic exposure, translation exposure;

**Recommended Books:**

1. Jeff Madura, (2018). International Financial Management, 13<sup>th</sup> Edition, Cengage Learning
2. Maurice D. Levi, Maurice D. Levi, (2016), International Finance, 5<sup>th</sup> Edition, McGraw-Hill Inc.

<b>Paper Code:</b> 620183	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Capital Investment Decision</b>		

1. **Capital Budgeting Cash Flow Principles:** Capital expenditure, Conventional and non-conventional cash flow, The relevant cash flows, Finding the initial investment, Operating cash inflows and terminal cash flows, Incremental operating cash flow determination, Terminal cash flow determination, The Economic Evaluation of Investment Proposals and Principles of Capital Investment, Overview of capital budgeting cash flows.
2. **The Capital Budgeting Techniques:** Basic concepts of capital budgeting techniques, Payback period (PP), Decision criterion & its limitations, Accounting rate of return (ARR), Decision criterion & its limitations, Net present value (NPV) & Decision criterion, Internal rate of return (IRR) & Decision criterion, Discounted payback period (DPP) & its Decision criterion, Annualized net present value (ANPV) to solve unequal lives problem, Multiple internal rates of return (MIRR) & its acceptance criterion, Profitability Index (PI) to solve unequal size problem, Modified internal rates of return (MIRR) its Decision criterion.
3. **Basic Risk Adjustment Techniques in Capital Budgeting:** Basic concept of risk in capital budgeting, Risk adjusted discounted rate (RADR) approach, Certainty equivalent (CEs) approach, CAPM and APT, Implications & examples of risk adjustment techniques in financial decision.
4. **Lease Finance:** Concept of Leasing, Essential elements of leasing, Classification of lease – Finance Lease and Operating Lease, Sale and Lease Back and direct Lease, Bipartite Lease and Tripartite Lease, Single Investor Lease and Leveraged Lease, Domestic and International Lease – Import Lease, Cross Border Lease, Advantages of Leasing and Limitations of Leasing.
5. **Leverage and Capital Structure:** Concept of leverage, Types of leverage, Degree of leverage, EPS-EBIT approach, Theories of capital structure, Different approaches of capital structure, Determining optimum capital structure, Capital structure decisions.
6. **Capital Rationing:** Basic concept of capital rationing, Factor affecting capital rationing for a company, Types of capital rationing (Hard rationing & Soft rationing), Maximization techniques of NPV under budget constraints.

**Recommended Books:**

1. Lawrence J. Gitman, (2014), Principles of Managerial Finance ,14<sup>th</sup> Edition, Pearson
2. Besley & Brigham, (2007), Essentials of Managerial Finance, 14<sup>th</sup> Edition.
3. James C. Van Horne, (2001). Financial Management & Policy, 12<sup>th</sup> Edition, Pearson
4. M Y Khan & P K Jain, (2014). Financial Management, 7<sup>th</sup> Edition, McGraw Hill India

<b>Paper Code:</b> 620185	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Merchant &amp; Investment Banking</b>		

1. **Merchant Banking:** Meaning, Definition, Functions of Merchant Banks.
2. **Public Issue Management:** Functions, Mechanism, Categories of Securities Issue, Activities Involved in Public Issue Management.
3. **Marketing New Issue:** Methods of Marketing Securities. Post Issue Activities: Major Activities, Marketing Issues, Public Issue Proposal Factors, Pricing of Issues, Law Relating Issue Management.
4. **Prospectus:** Contents, Prospectus for Public Issues, Regular Prospectus, Abridged Prospectus, Prospectus for Right Issues, Disclosure in Prospectus.
5. **Underwriting Activities:** Definition, Types, Mechanism, Benefit / Functions, Underwriting Agencies, Variants of Underwriting, Grey Market.
6. **Capital Market Instruments:** Meaning, types, preference share, Equity share, Non-voting equity shares, warrants, debentures and bonds, global debt instruments.
7. **Venture Capital:** Meaning, definition, Rationale, Features, Origin and Growth of Venture Capital, Stages of Venture Capital Financing, Buyout, Financial Sources, Exit Mechanism.
8. **Mutual Fund:** Definition, Products / Schemes, Meaning, Functions, Portfolio Management Processes in Mutual Fund, Operational Efficiency of Mutual Fund, Causes of Poor Performances of Mutual Fund.

**Recommended Books:**

1. Dr. S. Gurusamy, Thomson, Merchant Banking and Financial Services, Tata McGraw Hill.
2. Syed Ashraf Ali & R. A Howlader, (2005) Banking Law and Practice, Mowla Brothers

<b>Paper Code:</b> 620187	<b>Marks:</b> 100	<b>Credits:</b> 3	<b>Class Hours:</b> 45
<b>Paper Title:</b>	<b>Financial Derivatives</b>		

1. **Introduction:** Exchange-traded markets, over the counter markets, forward contracts, futures contracts, options, types of traders, hedgers, speculators, arbitrageurs, dangers.
2. **Mechanics of Futures Markets:** Background, specification of a futures contract, convergence of futures price to spot price, daily settlement and margins, newspaper quotes, delivery, types of traders and types of orders, forward and futures contracts.
3. **Interest Rates: Types** of rates, zero rates, bond pricing, determining treasury zero rates.
4. **Determination of Forward and Futures Prices:** Investment assets vs. consumption assets, short selling, assumptions and notation, forward price for an investment asset, known income, known yield, valuing forward contracts, are forward prices and futures prices equal? Futures prices of stock indices, forward and futures contracts on currencies, futures on commodities, the cost of carry, delivery portions, futures prices and expected future spot prices.
5. **Swaps:** Mechanics of interest rate swaps, the comparative-advantage argument, the nature of swap rates, determining the LIBOR/swap zero rates, valuation of interest rate swaps, currency swaps, valuation of currency swaps, credit risk.
6. **Mechanics of Options markets:** Types of options, option positions, underlying assets, specification of stock options, margin.
7. **Properties of Stock Options:** Factors affecting option prices, assumptions and notation, upper and lower bounds for option prices, put-call parity, early exercise: calls on non-dividend-paying stock, early exercise: puts on a non-dividend-paying stock, effect of dividends.
8. **Binomial Trees:** One-step binomial model, risk-neutral valuation, two-step binomial tree, A put example, American options, delta, matching volatility with  $u$  and  $d$ .
9. **The Black-Scholes-Merton model:** Volatility, concepts underlying the Black-Scholes-Merton differential equation, derivation of the Black-Scholes-Merton differential equation, risk-neutral valuation, Black-Scholes pricing formulas, cumulative normal distribution function, warrants and executive stock options, implied volatilities, dividends.

**Recommended Books:**

1. John C. Hull, (2014), Options, Futures, and other Derivatives, 9th Edition, Pearson
2. Robert W. Kolb, James A. Overdahl, Financial Derivatives: Pricing and Risk Management, 5<sup>th</sup> Edition, Willy
3. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– PHI Learning, 2008.

<b>Paper Code:</b> 620189	<b>Marks: 100</b>	<b>Credits: 3</b>	<b>Class Hours: 45</b>
<b>Paper Title:</b>	<b>Bank Risk Management</b>		

1. Introduction: Define bank risk, Key Risks in Banking, Risk Management Organization and Governance- Board and Senior Management Oversight, Policies and Procedures, Risk Management Monitoring and Management Reporting System.
2. VaR and Risk management: The contributions of VaR-based measures, The qualitative gap between traditional risk measures and VaR, Measuring expected and unexpected losses, Loss percentiles of the normal distribution, Issues and advances in Modeling VaR and portfolio risks.
3. Risk Model Building Blocks: Risk Models and Risk Processes, Generations of Bank Risk Models, Main Risk Modeling Building Blocks.
4. Credit Risk Management: Credit Risk, Principles, Framework, System and Procedures, Credit Administration, Credit Risk Monitoring and Control, Credit Risk Mitigation.
5. Market Risk Management: Market Risk, Interest Rate Risk, Foreign Exchange Risk, Equity Price Risk, Managing Market Risk.
6. Liquidity Risk Management: Liquidity Risk, Liquidity Risk Indicators, Managing Liquidity Risk, Measurement of Liquidity Risk, Monitoring and Reporting Risk Exposures.
7. Interest Rate Risk Management: Gap and Duration Analysis, Managing interest risk using options and option based instruments. The term structure of interest rates, The definition of Interest Rate Gaps, Interest Rate Gap and variations of the Interest Margin, Interest rate gaps and hedging.
8. Operational Risk Management: Operational Risk, Components of Operational Risk, Principles, Policies and Procedures, framework, Identification and Assessment of Operational Risk, Mitigation of Operational Risk.
9. Compliance Risk Management: Compliance Risk, Consequences of Non-compliance, Policies and Procedures, Monitoring and Mitigating Compliance Risk, Control Mechanism of Compliance Risk.
10. Money Laundering risk Management: Money Laundering Risk, Consequences of Money Laundering, and Characteristics of Effective AML Risk Management.
11. Capital Management: Capital Management, Importance of Capital Management, Framework of Capital management, Monitoring of Capital Adequacy, capital adequacy, Risk-based Capital Regulations, The Implications of Capital Requirements, the new Basel accord, Economic Contributions of the New Accord.
12. Asset–Liability Management: Major Building Blocks of ALM, The Liquidity Gap, Static and Dynamic Gap, Liquidity Gap and Liquidity Risk, Liquidity Gap and Maturity Mismatch, The cost of the Liquidity Ratio.

**Recommended Books:**

1. Joel Bessis, (2015). Risk Management in Banking, 4<sup>th</sup> Edition, Willy
2. John C. Hull, (2015). Risk Management and Financial Institutions , 4<sup>th</sup> Edition, Willy
3. Integrated Risk Management Guidelines for Financial Institutions, January 2016 issued by Bangladesh Bank.