



**HAJEE MOHAMMAD DANESH SCIENCE AND TECHNOLOGY UNIVERSITY**

**DINAJPUR-5200**

**DEPARTMENT OF MANAGEMENT**

**SYLLABUS FOR MBA (EVENING) PROGRAM**

**September 2013**

**Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200.**

**Department of management**

**Board of Studies**  
**MBA (Evening), 2013**

S. N	Name	Designation	Members.	Signature with date
1.	Md. Jahangir Kabir	Associate professor, Management, HSTU	Member MBA (Evening), Board of studies.	
2.	Md. Kutub Uddin	Associate professor, Management, HSTU	Member MBA (Evening), Board of studies.	
3.	Md. Alamgir Hossain	Lecturer, Management, HSTU	Member MBA (Evening), Board of studies.	
4.	Md. Mostafizur Rahman	Lecturer Management, HSTU	Member MBA (Evening), Board of studies.	
5.	Sourav Paul Chowdhury	Lecturer Management, HSTU	Member MBA (Evening), Board of studies.	
6.	Shiekh M. Nurullah	Professor, Management Studies, Rajshahi University	Expert Member MBA (Evening), Board of studies.	
7.	Dr. Saiful Islam	Professor, Management Studies, Rajshahi University	Expert Member MBA (Evening), Board of studies.	

## Courses offered by Department of Management.

### Fundamental Courses:

#### **F 5101: Principles of Management**

1. **Introduction:** Concepts, The management process, Roles & Skills of managers, Kinds of managers, Nature & scope of Management, Is management a science or art.
2. **Traditional & Contemporary Issues & Challenges:** History, Perspectives of Management; the classical, administrative, behavioral, quantitative & integrating perspectives, Contemporary Issues & Challenges.
3. **Environmental context:** Organizations environment; the external & internal environment, Individual ethics in organizations, Social responsibility & organizations,
4. **Planning, & Decision Making:** The planning process, Organizational goals, Organizational planning types, time frames & responsibilities for planning, Managing goal-setting & planning process, MBO, Nature of decision making, Rational perspectives & behavioral aspects of decision-making, group & team decision-making.
5. **Organizing:** Job design, Departmentalization, Reporting relationship, Authority distribution, and Coordinating, Line & staff authority. Committees.
6. **Motivation:** Nature, historical perspectives, needs hierarchy approach, two-factor theory, McClelland's individual needs, popular motivational strategies.
7. **Leading:** Concepts, Power & leadership, leadership traits, leadership behaviors and styles
8. **Controlling:** purpose, types, steps in control process, Operational control, financial control, structural control, strategic control.

#### **Recommended Books:**

1. Griffin, Ricky W., *Management*, Houghton Mifflin Company, Boston ,USA.
2. Koontz, H. and Weihrich, H., *Management: A Global Perspective*, McGraw Hill, USA.
3. Gibson, D. and Ivancevich, *Fundamentals of management: Selected readings*, Business Publications, Texas, USA.

#### **F 5202: Managerial Communication and Negotiation**

1. **Basic form of Communication:** Downward, upward and Horizontal communication, Process of communication. Corporate Communication – Formal and informal communication network, Grapevine – single strand, gossip, cluster, Probability, Importance of Grapevine, Miscommunication or Barrier to communication – Wrong choice of medium, Physics barriers, Semantic barriers, different Comprehension of reality, Socio psychological barriers. Principles of Communication - 7c's concept
2. **Writing Skills:** Planning business messages, Business letters, Memo formats, Request letters, Good news letters, Bad news letters, Persuasive letters – AIDA, Sales letters, collection letters Report writing – Contents of report writing: claims, p. contribution, Employer reference, Profit appraisal - change in performance
3. **Oral Presentation:** Principles of oral presentations, Factors effecting presentations Non – Verbal communication – Appearance, Body language, Para language, Time, Space, Silence. Effective Listening – factors affecting listening, Improving listening

4. **Interviewing Skills:** Interviewer's preparation, Interviewee's preparation, Types of interview International Communication – Cultural sensitiveness, Cultural context Negotiation Skills –Process, Strategies, Issue in Negotiation – Collective bargaining, Process & Essentials of effective Business Communication.

**Recommended Books:**

1. Ronald E. Dulek, John S. Fielden, "Principles of Business Communication", Macmillan Publishing Co.
2. Murphy, Hiderbrandt and Thomas, "Effective Business Communication", Tata Mcgraw Hill.
3. Cornelissen, J. Corporate Communication: A Guide to Theory and Practice (Sage)
4. Omar Ali, M., "Business Communication".
5. Roy Lewicki, David Saunders, John Minton, Negotiation (Irwin).
6. William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict.
7. Ralph A. Johnson, Negotiation Basics: Concepts, Skills and Exercises (Sage).
8. Linda L. Putnam, Michael E. Roloff, eds., Communication and Negotiation (Sage).
9. Fred Luthan, "Organizational Behavior", Tata Mcgraw Hill
10. K. K. Ahuja, Industrial Management and Organizational Behavior, 7/e (Khanna Publishers, 2004)

**F 5203: Organizational Behavior**

1. **Introduction to Organizational Behavior:** Understanding Organizational Behavior (OB)–Definition, Importance, Goals, and Forces; Models of OB; Contributing Fields to the OB; Challenges and Opportunities for OB.
2. **Foundations of Individual Behavior:** Biographical Characteristics; Ability; and Learning.
3. **Values, Attitudes, and Personality:** Understanding Values–Meaning, Importance, and Types; Values Across Culture; Understanding Attitudes–Definition, Components, and Types; Job Satisfaction–Definition, Measurement, and Outcome; Job involvement–Meaning and Outcome; Organizational Commitment; Personality–Definition and Determinants; Personality Traits; Achieving Personality Fit.
4. **The Perception Process:** Perception–Meaning and Factors; Attribution Theory; Frequently Used Shortcuts in Judging people.
5. **Motivation and Motivating Performances:** Meaning of Motivation; Classification of motives; Theories of Motivation–Content Theories, Process Theories and Contemporary Theories; Motivating Performances through Job Design.
6. **Group Dynamics and Team:** Concept of Group; Theories of Group Formation; Formal and Informal Groups; Group Decision Making; Group versus Team; Types of Teams; The Effectiveness of Teams; Issues in Managing Team.
7. **Power, Politics and Conflict:** Power–Definition, Classification, and Bases; Dependency; Power Tactics; Politics–Definition and Reality; Responses to Organizational Politics; Impression Management; Definition of Conflict; Traditional vis-à-vis Modern view of conflict; Types of conflict–Intrapersonal, Interpersonal, Organizational, Constructive and Destructive conflict; Conflict management.
8. **Organizational Change and Stress Management:** Concept of Change; Importance and Causes of Change; Resistances to Change; Managing Organizational Change; Definition of Stress; The Causes of Stress; The Consequences of Stress; Managing Stress.

9. **Organizational Culture:** The Definition and Nature of Organizational Culture; Culture's Functions and Culture as a Liability; How Organizational Culture Start and Sustain; How Employee Learn Culture.

#### **Recommended Books:**

1. Stephen P. Robbins and Timothy A. Judge, Organizational Behavior, 15/e (Pearson Education, 2012)
2. John W. Newstrom, Organizational Behavior: Human Behavior at Work, 12/e (Tata McGraw-Hill, 2007)
3. Fred Luthans, Organizational Behavior, 11/e (McGraw-Hill Education, 2008)
4. Debra L. Nelson and James Campbell Quick, Organizational Behavior: Foundations, Realities & Challenges, 5/e (Cengage Learning, 2004)
5. John M. Evancevich, Robert Konopaske, and Michael Matteson, Organizational Behavior and Management 10/e (McGraw-Hill Education, 2013)
6. Steven L. McShane, Mary Ann Von Glinow, and Radha R. Sharma, Organizational Behavior, 3/e (Tata McGraw-Hill, 2007)

#### **Core Courses:**

##### **C 5301: Legal Environment of Business**

1. **Law of contract:** Definition, Essential elements of contract, Classification of contracts offer and acceptance, Consideration capacity, Free consent, Contract made through agents, Remedies for breach of contracts.
2. **Partnership Act:** Definition of partnership, Essential elements of partnership, Formation of partnership, Relation of partners and their powers, Rights and duties, Dissolution of partnership and its consequence.
3. **Negotiable Instrument Act:** Definition and nature of negotiable instrument, Types of negotiable instruments, Rights and liabilities of different parties of negotiable instruments, Dishonor of negotiable instruments.
4. **Insolvency Act:** Insolvent and its nature, Effects of insolvency and discharge of liability.
5. **Company Act:** Definition, Features and classification of companies, Formation, Memorandum and articles of association, Commencement of business, Management and winding up of company.
6. **Other related laws:** Bank company act 1991, Financial institution act 1993, Insurance act 2010, Money laundering prevention Act 2009, Industrial relation ordinance 1969, Artho-Rin Adalat Ain 2003, The securities and exchange commission act 1993.

#### **Recommended Books:**

1. Corporate laws and practices: Study manual for professional stage application level. ICAB, Dhaka, Bangladesh.
2. Commercial Law and Industrial Law: A.K. Sen and J. K. Mitra, The world press private ltd, Kolkata, India.
3. Banks and legal environment: R. M. Debnath, Nabajugh Prokashani, Dhaka, Bangladesh.
4. Government of Bangladesh: Mentioned Acts.

### **C 5303 Human Resource Management**

1. **Human Resources Management:** Introduction and Importance - Evolution - Difference between Personnel Management and HRM - Role of HR Manager - Structure of HR Department - Duties and responsibilities of HR Manager
2. **HRD Systems:** Evolution - Goals - Elements and their interrelationship - HR Strategies - HR Strategies and Organizational Strategies
3. **Manpower Planning:** Objectives - Estimating manpower requirement - Recruitment and selection process - Main resources of recruitment - Assessment Devices - Retention of manpower - Succession Planning
4. **Merit Rating:** Promotions - Transfers - Job Description - Job Evaluation - Job Enlargement - Job Enrichment - Job Rotation - Training and Development - Training Process and Methodology - Need and objectives - Training Procedure - Methods of Training - Tools and Aids - Evaluation of Training Programmes
5. **Performance Appraisal Management System:** Definition, Ethics and Concepts of Performance Management - Different methods of Performance Appraisal - Rating Errors
6. **Retirement / Separation:** Kinds of Retirement - Resignation, Discharge, Dismissal, Suspension, Retirement, Layoff, Voluntary Retirement / Separation Schemes, Golden handshake
7. **Role of HRD in developing Industrial Relations:** Concept - Industrial Democracy - Industrial Peace
8. **Tools to improve managerial effectiveness:** Kaizen - Quality Circles - Time Management

#### **Recommended Books:**

1. Human Resource Management - Garry Dessler
2. Personnel Management - C.B.Mamoria
3. Managing Human Resources - R.S.Dwiwedi
4. Human Resource Management - B.P.Michael
5. Human Resource Management - De.P.C.Pardeshi
6. Human Resources Management - Mirza & Saiyadin
7. Managing Human Resources - Arun Monappa

### **C 5404: Strategic Management**

1. **Strategy and the Quest for Competitive Advantage:** Evolution, Concept, and Characteristics of Strategic Management; Defining Strategy; Mintzerbg's 5Ps of Strategy; Corporate, Business, and Functional Levels of Strategy; Strategic Management Process.
2. **Strategic Intent and Strategy Formulation:** Vision, Mission and Purpose; Business Definition, Objectives and Goals; Stakeholders In Business and Their Roles in Strategic Management; Ethical and Social Considerations in Strategy Development.
3. **Strategic Analysis:** Analyzing Company's Resources and Competitive Position; Organizational Capability Profile; Strategic Advantage Profile; Core Competence; Distinctive Competitiveness.
4. **Analyzing Company's External Environment:** Environmental Appraisal; Scenario

Planning; Preparing an Environmental Threat and Opportunity Profile (ETOP); Industry Analysis–Porter’s Five Forces Model of Competition.

5. **Corporate Portfolio Analysis:** Business Portfolio Analysis; Synergy and Dysergy; BCG Matrix; GE 9 Cell Model; Concept of Stretch, Leverage, and Fit.
6. **Alternative Strategies:** Generic Competitive Strategies–Low Cost, Differentiation, and Focus; Grand Strategies–Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition and Takeover Strategies, Strategic Alliances and Collaborative Partnerships, Retrenchment, Outsourcing Strategies; Tailoring Strategy to Emerging, Growing, Mature, and Declining Industries.
7. **Strategy Implementation:** Project Implementation; Procedural Implementation; Resource Allocation; Organization Structure; Matching Structure and Strategy; Behavioral Issues in Implementation–Corporate Culture, Mc Kinsey’s 7s Framework, Concepts of Learning Organization; Functional Issues–Financial, Marketing, Operations, Personnel, IT Plans and Policies.
8. **Strategy Evaluation:** Operations Control and Strategic Control; Symptoms of Malfunctioning of Strategy; Balanced Scorecard.
9. **Cases in Strategic Management**

#### **Recommended Books:**

1. Arthur A. Thompson, A. J. Strickland, John A. Gamble, and Arun K Jain, *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, 14/e (Tata McGraw-Hill , 2006)
2. [Arthur A. Thompson](#), Margaret Peteraf, John E. Gamble, and [Alonzo J. Strickland](#), *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, 19/e (McGraw-Hill/Irwin, 2013)
3. [Arthur A. Thompson](#) and [Alonzo J. Strickland](#), *Strategic Management: Concepts and Cases*, 13/e (McGraw-Hill Education, 2003)
4. Azhar Kazmi, *Strategic Management and Business Policy*, 3/e (Tata McGraw-Hill Education, 2009)
5. Lawrence R. Jauch and William F. Glueck, *Business Policy and Strategic Management*, 5/e (McGraw-Hill Companies, 1988)
6. Charles W. L. Hill and Gareth R. Jones, *Strategic Management Theory: An Integrated Approach*, 10/e (Cengage Learning, 2012)
7. Fred R. David, *Strategic Management: Concepts and Cases*, 11/e (PHI Pvt. Ltd., 2008)
8. Lloyd I. Byars, Leslie W. Rue, and Shaker A. Zahra, *Strategic Management: Concepts and Cases*, (IRWIN, 1996)

## **Major Courses:**

### **Major in Human Resource Management (HRM)**

#### **M 5510: Human Resource Planning and Policy**

1. **Basics in Human Resource Planning:** Human Resource Planning (HRP)–Macro Level Scenario of HRP, Concept and Objectives of HRP, Types of HRP, Factors Affecting HRP; Dimensions of Human Resource Planning; Approaches to Human Resource Planning–Social Demand Approach, Rate of Return Approach, and Manpower Requirement Approach
2. **Human Resource Planning Process:** Forecast and Projection; Demand Forecasting–Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis: Work Study, Job Analysis; Supply Forecasting–Inventory Analysis, Wastage Analysis; Balancing Supply and Demand; Issues of Shortage and Surplus; Evaluating HRP Effectiveness.
3. **Human Resource Information System (HRIS):** Concept and Objectives of HRIS; Types of Information; Sources of Information; Method of Data Collection; Procedure of maintaining HRIS at Macro and Micro Level; Computerized HRIS.
4. **Career Planning:** Career Planning; Career Development; Phases of Career; Problems and Solutions of Career Stages; Succession Planning–Concept, Objectives, and Process.
5. **Job Analysis and Job Evaluation:** Job Analysis–Concepts, Process, Job description, Job Specification, Uses, Limitations; Job Evaluation–Concepts, Methods, and Limitations.
6. **Measurement and Evaluation of Human Resource Planning:** Human Resources Audit; Human Resource Accounting; Human Resource Reporting; HR Metrics.

#### **Recommended Books:**

1. Dipak Kumar Bhattacharyya, *Human Resource Planning*, 2/e (Excel Books, 2009)
2. Monica Belcourt and Kenneth J. McBey, *Strategic Human Resource Planning*, 2/e (Cengage Learning, 2008)
2. Jeffrey A. Mello, *Strategic Human Resource Management*, 3/e (Thomson/South-Western, 2010)
3. Charles R. Greer, *Strategic Human Resource Management: A General Managerial Approach*, 2/e (Pearson Education India, 2001)
4. James W. Walker, *Human Resource Planning* (McGraw-Hill, 1980)

#### **M 5511: Industrial Relations**



1. Nature of industrial relations- Need for desirable industrial relations- industrial relations and development.
2. Industrial conflict: Types and causes of disputes- Resolving the conflict and settlement of industrial disputes.
3. Parties to industrial relations: The workers- Trade union- Employer and Government.
4. Trade union: Trade union movement- Historical analysis- Types- Trade union management and leadership in Bangladesh.
5. Collective bargaining: Purpose- Process- Pre-requisites of effective bargaining- Successful collective bargaining- Collective bargaining agent- Determination of CBA.
6. State and industrial relations: Role of state- Industrial relations in Bangladesh- Nature- Measures to be adopted for better relation.

**Recommended Books:**

1. Labor Economics and Industrial Relations- Sloyd G. Reynold
2. An introduction to the study of industrial relations- J.H. Richardson
3. Industrial Relations- R. Hyman
4. Industrial Relations- Dr. M. Aatur Rahman

**M 5512: Compensation Theory and Administration**

1. Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad - banding, Executive compensation, emerging trends of compensation management in IT industries.
2. Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.
3. Wage Administration In Bangladesh: Wage Policy in Bangladesh, Methods of wage determination in Bangladesh, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The Rate of Minimum Wages Act.

**Recommended Books:**

1. Sharma, A.M., “Understanding Wage and Compensation System”. (HPH)
2. Singh, B.D., “Compensation and Reward Management”. (EB)
3. Milkovich and Newman, “Compensation”. (Tata McGraw Hill)
4. Henderson, “Compensation Management in Knowledge – Based World”. (Pearson)

5. Gerhart and Rynes, “Compensation – Theory, Evidence, and Strategic Implications”. (Sage)

### **M 5513: MANAGEMENT TRAINING AND DEVELOPMENT**

1. Introduction: What is training, Designing Effective Training, The forces influencing working and learning, Snapshot of Training Practices.

2. Need Assessment: Why is needs assessment necessary, Who should participate in need assessment, Methods used in needs assessment, The needs assessment process, Competency models, Scope of needs assessment.

3. Theories and Program Design: What is learning, What is learned, Learning theories, The learning process, Considerations in designing effective training programs

4. Transfer of Training: Concept, Training design, Work environment characteristics that influence transfer, Organizational environments that encourage transfer, The learning organizations.

5. Training Evaluation: Reasons for evaluating training, Overview of the evaluation process, Outcomes used in the evaluation of training program, Determining whether outcomes are good, Evaluation Practices, Evaluation Designs, Determining return on investment, Measuring human capital and training activity.

6. Traditional Training Methods: Presentation methods, Hands-on Methods, Group building methods, Choosing a training method.

7. Careers and Career Management: Why is career management important, What is a career, A model of career development, Career management system, Roles of employees, managers, human resource managers, and company in career management, Evaluating career management systems.

#### **Recommended Books:**

1. Ronald A. Noe: Training and Development.
2. Andrew J. Dubrin: Training for Development, New Delhi

### **Major in Business Management (BSM)**

#### **M 5506 Project Management**

1. **Introduction to project management:** Program and project definition; Project management concept; Nature, scope, and project planning; Growth of project management; Traditional management and project management; Qualities, functions and responsibilities of a project manager; Government project management.

2. **Project Cycle and Analysis:** Project identification, Project selection; Project formulation; Principles and techniques of appraisal; Social, political and economical appraisal of projects; Project analysis – technical analysis, financial analysis; Project cash flows Marketing analysis.
3. **Appraisal Criteria:** NPV; Benefit-Cost Ratio; IRR; Pay Back Period; ARR; Assessment of various methods.
4. **Analysis of Risk:** Types of measures of project risk; Sensitivity analysis; scenario analysis; Selection of project.
5. **Social Cost Benefit Analysis:** Rationale for SCBA; UNIDO Approach; Net benefit in terms of economic prices; Measurement of the impact on distribution; Savings impact and its value; Income distribution impact little – Mirrless Approach; Shadow prices
6. **Project Implementation:** Forms of project organization; Project planning; Project control; Human aspects of project management; Pre- requisites for successful project implementation.
7. **Project management in Bangladesh:** Procedures of preparation and approval of development projects in Bangladesh; Organization and functions of planning commissions; ECNEC and IMED; Problems of project implementation in Bangladesh.

#### **Recommended Books:**

1. Projects Planning Analysis Selection Implementation and Review: Prasanna Chandra, Tata McGraw-Hill Publications, India.
2. Project Management: Jack R. Meredith; and Samuel J. Mantel Jr.
3. Managing Projects in Bangladesh: Skylark Chadha, University Press Limited. Bangladesh.

#### **M 5507 Total Quality Management**

1. **Introduction to total quality management (TQM):** Brief history, Concept of quality, Principles of Total Quality Management, Approaches to quality, TQM Framework, Need for new management approaches, TQM and traditional management practices.
2. **Tools and techniques for quality planning and improvement:** Tools for quality planning, Tools for continuous improvement.
3. **Quality teamwork:** Importance of teams in TQM, Types of TQM teams, Effective teamwork, Teamwork in action, Comparison to organizational behavioral theories.
4. **Quality leadership:** Importance of leadership to quality, Role of quality leader, Quality leadership in action, TQM and leadership theory.
5. **Quality standards:** Introduction, international quality standards, ISO-9000, concepts, certification process, ISO-14000, environment related issues and related standards.
6. **TQM & culture and change management:** Nature of change, nature of culture, Use of TQM practice in the management of change and culture.
7. **Strategic planning and total quality implementation:** Quality as strategy-Strategic management process-Implementing a TQ strategy.

#### **Recommended Books:**

1. Total Quality: Management, Organization and Strategy: J. W. Deans and J. R. Evans. Cengage.

2. Total Quality Management: D. H. Besterfield, C. Besterfield- Michma, G. H. Besterfield, M. Besterfield- Scarce. Wesley Longman. New Delhi, India.
3. The Total Quality Management: An Introductory: Paul Jones.
4. The Essence of Total Quality Management: John Bank, Prentice- Hall, New Delhi, India.

**M 5508: Operations and Technology Management**

1. Introduction to Operations Management: Definition – Process – Value chains – Managing process for competitive advantage – Trends and challenges in operations management – Operations management across the organization.
2. Designing and Improving Process : Process analysis – Process layout – Documenting the process – Benchmarking – Process performance and total quality management (TQM) – Redesigning the process – Managing process – International quality documentation standards.
3. Designing Value Chain: Supply chain design – Designing the supplier relationship process – Measures of supply chain performance - Location – Lean system – Information technology and value chain.
4. Inventory Management, Resource Planning and Scheduling: Inventory concepts – Improving customer service through inventory management – Economic order quantity – Inventory controls - Material requirement planning (MRP) – Planning factors – MRP and the environment. Scheduling service and manufacturing process – Operations scheduling.
5. Introduction & Technology Policy: Definition,Technology and society ,Definition of technology ,Classifications of technology, Definition of management ,Management of technology (MOT),The conceptual frame work for (MOT), Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy.
6. Technology Planning and Strategy Tools, Technology Acquisition: Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology, Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances , Mergers and Acquisitions of Technology, Strategic Reasons for Mergers and Acquisitions, Types of Mergers and Acquisitions, Technology Acquisition - Methods Acquisition - Internal Development -External acquisition Sources - Acquisition decisions.
7. Innovation Management, Technology Transfer: Definition of Innovation, Definition of Management of Innovation, The Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation, Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations-Process improvement techniques – Organizing for improvements , Technology Transfer –

Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer.

**Recommended Books:**

1. Mahadevan, “Operations Management”. (Pearson)
2. Jhamb, L.C., “Manufacturing & Technology Management” –
3. Krajewski, Rizman, Malhotra, “Operations Management”. (Pearson)
4. Chase, Jacob, Aquilan, Agrawal, “Operations Management for competitive Advantage”. (TMH)
5. Management of Technology – Track Khalil – TMH

**M 5509: Organizational Development**

1. **Organizational Change and Development:** Concept and History of Organizational Development (OD); Organizational Change–Process, Lewin’s Model; Values and Assumption of OD; Operational Components of OD–Diagnostic Components, Action Component, Process-Management Component.
2. **Characteristics And Foundation Of OD Process:** Ongoing Interactive Process; Strategy of Changing; Systems Approach; Approach to Planned Change; Goal Setting and Planning; Focus on Work Teams.
3. **OD Interventions:** Nature of OD Interventions; The OD Cube; Major Families of OD Interventions.
4. **Team Interventions:** Teams and Work Groups; Team Building Interventions; Diagnostic Meeting; Team Building Meeting; Role Analysis Technique; Role Negotiation Techniques; Gestalt Orientation to Team Building; Intergroup Interventions.
5. **Personal, Interpersonal and Group Process Interventions:** Process Consultation; Third - Party Intervention; Sensitivity Training; Transactional Analysis; Career Planning Interventions.
6. **Comprehensive Interventions:** Confrontation Meeting; Survey Feedback; Four System Management; Grid; Contingency Approach.
7. **Structural Interventions:** Job Design; MBO; QWL; Socio-Technical Systems; Physical Setting; Conditions For OD; Re-Engineering.
8. **Issues in OD:** OD Facilitators Role; OD Consultant; Consultant-Client Relationship; Problems In OD Interventions; Resistance–Individual and Organizational.

**Recommended Books:**

1. Wendell L. French and Cecil H. Bell, *Organization Development: Behavioral Science Interventions for Organization Improvement*, 6/e (PHI Learning, 2008)
2. Thomas G. Cummings and Christopher G. Worley, *Theory of Organizational Development*

*and Change*, 9/e (Cengage Learning, 2008)

3. Wendell L. French, Cecil H. Bell, and Robert A. Zawacki, *Organization Development and Transformation: Managing Effective Change*, 6/e (McGraw-Hill Companies, 2006)
4. W. Warner Burke, *Organization Development: A Process of Learning and Changing*, 2/e (PH Professional Business, 1993)

## **Major in Management Information Systems. (MIS)**

### **M 5514 Management Information System**

1. Approaches to MIS - Information as a strategic resource - Use of information for competitive Management Information Systems - Need, Purpose and Objectives - Contemporary advantage - MIS as an instrument for the organizational change
2. Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information
3. Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc.
4. Data Base Management Systems - Data Warehousing and Data Mining
5. Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools - Object Oriented Systems
6. Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence
7. Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems
8. Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.

### **Recommended Books:**

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

### **5515: System Analysis and Design**

1. **Overview of Systems Analysis and Design:** Business Systems Concepts; Systems Development Life Cycle(SDLC); Life cycle models; Feasibility Analysis; Design; Implementation; Testing and Evaluation; Business Process Re-engineering–Concepts, Process involved.
2. **System Requirement Specification and Analysis:** Fact Finding Techniques; Data-Flow Diagrams; Data Dictionaries; Process Organization and Interactions; Decision Analysis; Standards (IEEE/ ISO); Data Modeling and Analysis.
3. **Detailed Design Modularization:** Module Specification; File Design; Systems Development Involving Data Bases; Structured Design Methodology (SDM). Database Design; Output Design; Input Design; User Interface Design.
4. **Object-Oriented Analysis and Design:** Modeling System Requirements Using ‘USE CASES’; Object Modeling–Object Structure, Object Features, Classes and Objects; Key Concepts of Object Oriented Approach; Object Representation Methods; Object Status; State Diagram; Object Oriented Analysis, Object Oriented Design; Modeling and Design Using UML; Activity Diagram and Swim Lane Diagram, Sequence and Collaboration Diagram.
5. **System Control and Quality Assurance through Testing:** Design Objectives Reliability and Maintenance; Software Design and Documentation Tools; Testing Strategies and Techniques–Unit and Integration Testing, Testing Practices and Plans; System Controls; Audit Trails; CASE Tools.
6. **Hardware and Software Selection:** Hardware Acquisition–Memory, Process, Peripherals, Benchmarking; Vendor Selection; Software Selection–Operating System, Languages, Language Processes, Performance, and Acceptance Criteria.

### **Recommended Books:**

1. Gary B. Shelly and Harry J. Rosenblatt, *Systems Analysis and Design* 9/e (Cengage Learning, 2011)
2. V. Rajaraman, *Analysis & Design of Information Systems* (PHI Learning Pvt. Ltd., 2004)

3. Kenneth E Kendall and Julie E Kendall, *System Analysis and Design* 8/e (PHI Learning Pvt. Ltd., 2011)
4. James A. Senn, *Analysis and Design of Information Systems* 2/e (Tata McGraw-Hill Education, 1989)

### **M 5516 Database Management**

1. **Introduction to database management:** Fundamentals of Database Management, history of database management, advantage and disadvantage of database management.
2. **Database environment:** Basic concepts and definitions, traditional file processing system, database approach, ranges of database application, advantages and disadvantages of database approach.
3. **Database design and development process:** Meaning, database development within information system, database development process, managing the people involved in database development.
4. **Client/ server and middleware:** Meaning, file server architecture, limitations of file server, database server architecture, three tiers architecture, partitioning an application, using parallel computer architectures, using middle ware, establishing client server security and client server issues.
5. **Database access from client applications:** Meaning, survey of desktop database technology, using query by example, Using OLE, COM and active x controls for database. Building internet database server
6. **Data and database administration:** Changing role of data and database, modeling enterprise data, planning for databases, managing data security, backing up databases, recovery and restart procedures, types of database failure
7. **Data quality:** Meaning, importance, security policy and disaster recovery, personnel controls, physical access and maintenance controls, data protection and privacy, data dictionaries and repositories, overview of tuning the database for performance.
8. **Data ware house:** Basic concepts of data warehouse, data ware house architectures, some data characteristics, reconciled data layer, data transformation, derived data layer, user interface.

### **Recommended Books:**

1. Modern Database management: F.R. Mc Fadden, J.A. Hoffer, MB Prescott, Pearson Education Asia.
2. Database systems management and design: P J Pratt, J J Adamsk, Boyd and Fraser publishing company.
3. Computers and Information Systems: S. E. Hutchinson & S.C. Sawyer. IRWIN.

### **M 5517: E-COMMERCE**

1. Introduction: Definition-Importance-E-commerce and small business-Root of electronic commerce-Advantages and Disadvantages of E-commerce-.



2. Internet infrastructure: World Wide Web-Internet works- Global impact of the Internet service provider- Internet payment mechanism.
3. E-Business: Business-to-Consumer (B2C)-Business-to-Business (B2B) commerce-Virtual organization.
4. E-Purchasing: Four approaches to e-purchasing-Green purchasing-Supplier relation-Electronic commerce marketing.
5. Critical success factors for electronic commerce-Applicability of electronic commerce-The business sectors in Bangladesh.
6. Global and Ethical Issues of E-commerce: International-Legal-Ethical and Tax issues-Formal Project Management Techniques-Control electronic commerce.

**Recommended Books:**

1. Huff S.L. Schneberger, W.M. Newson and P. Parent, *Case in Electronic Commerce*
2. James A. O'Brein, *Management Information Systems*, Tata McGraw-Hill
3. Lee J. Krajewski and Larry P. Ritzman, *Operations Management: Strategy and Analysis*
4. M. Greentein and T. Feinman, *Electronic Commerce: Security Risk Management and Control*.

**Major in International Business Management. (IBM)**

**M-5518: FUNDAMENTALS OF INTERNATIONAL BUSINESS AND GLOBALIZATION**

1. International Business environment: Concept, globalization process, global market system, pattern of supplier relation in the global business system, difference between global and international business, political system and environment, formulating and implementing political strategies, evolution of legal and political strategies in the internationalization process.
2. International business culture: concept of culture, behavioral practices affecting international business, cultural needs in the internationalization process. Ethical dilemmas and social responsibility.
3. Economic Environment and government influence: classifying economic systems, adapting to foreign economic environments in the internationalization process. Rationales for government intervention, forms of trade control in different countries, objectives and functions of WTO, IMF, World Bank. Influence of SAPTA on the Indian subcontinent trade.
4. International Trade Theory: mercantilism, absolute advantage, comparative advantage, factor proportions theory, international product life cycle. Why companies trade internationally, process of trade internationalization.
5. Foreign Direct Investment: meaning of foreign direct investment, the relationship of trade and factor mobility, market-expansion: investment versus trade, resource-acquisition

investments, diversification –oriented investment, political motives, buy versus build decision, advantage of FDI.

6. Foreign exchange and determination of Exchange Rates: terms and definitions, how the foreign exchange market works, convertibility, exchange restrictions, the use of the foreign-exchange market in the internationalization process. International monetary system, determination of exchange rates.
7. Export and import strategies: export strategy, export intermediaries, freight forwarders, export financing, import strategies,
8. Modes of entry into international business: choosing a mode for entry, exporting to foreign markets, international licensing, franchising its difference and which is more proffered under what circumstances. Global sourcing, purchasing, supplier relationship.

#### **Recommended Books:**

1. Czinkota, Michael R and others: *International Business*, The Dryden Press, Harcourt Brace College Publishers, New York.
2. Taggart, James H and McDermott, Michael C: *The Essence of International Business*; Prentice-Hall of India Private Limited, New Delhi
3. Alan M. Rugman & Richard M. Hodgetts: *International Business*

#### **M 5519: Export–Import Management**

1. International Trade Theory: Historical perspective – Theory of comparative advantage – Classical views and modern theories of international trade.
2. Export Management: Definition – Scope of export management– Functions of export management – Problems in export.
3. Export Environment and Procedure: Economic environment – Cultural environment – Demographic environment – Political environment – Legal environment – Technological environment – Inspection and control – Types of entry – Export policy of Bangladesh – Export documents – Export costing and export pricing – Matching product to export market – Importance of market research – Use of trade and economic statistics – Product consideration and product potential checklist.
4. Export Marketing Communication and Pricing: Making overseas contacts – Making domestic contacts - Appointing overseas distributors – Improving overseas distributor performance – Selling to foreign department stores in concerned countries – Cost to produce the export product – Cost of selling in the foreign market – Cost of moving the goods – Terms of sale – Cash with order or in advance of order – Letters of credit – Documenting drafts – Open account – Consignment – Dealing with foreign currency.

5. Shipping and Import Procedure: Engineering – Production – Packing – Marking – Export insurance – Document preparation and handling – Shipping documents – Collection documents – Pro-forma invoices – Installment shipments – Invoicing errors – Further information – Import policy of Bangladesh – Documents used in import trade.
6. Supporting Organizations: International trade administration – Foreign Freight Forwarders/Customs Brokers – Banks – Consulates and Embassies – Chamber of commerce – International trade associations – Transportation companies.
7. Terminology and Abbreviations commonly used in export and import management.

**Recommended Books:**

1. Albaum, Strandkov and Duerr, “International Marketing and Export Marketing”, Printice Hall
2. Kenneth D. Weiss, Building an Import/Export Business, Wiley
3. Carl Nelson, Import Export: How to Take Your Business Across Borders, McGraw-Hill
4. Basic Guide to Exporting, US Dept of Commerce, Uniz&Co, (updated on-line version at [www.unzco.com/basicguide/index.html](http://www.unzco.com/basicguide/index.html) )
5. Brance, A., “Export Practice and Management”. (Business Press)
6. Graham, J. and Melden, T. (Eds.), “International and Global Marketing: Concepts and Cases”. (Kogan Page)

**M5520 International Business Environment**

1. International Business: An overview – Types of International Business; The External Environment Economic and Political Environment. The Human Cultural Environment; Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.
2. Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions Trade Investment – Government Influence on Trade Investment; Determination of trading Pattern Independence. Interdependence and Dependence.
3. World Financial Environment; Cross-national Co operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalization of Service Firms; Operation Management in International Firms.

4. World Financial Environment: Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-current Market; Offshore Financial Centers: International Banks; Non-Banking Financial Service Firms; Stock Markets.

5. Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalization and Human Resource Development; Globalization with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

**Recommended Books:**

- 1) International Business Text and cases by Francis Cherunilam / PHI learning India PVT Ltd., New Delhi.
- 2) International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai.
- 3) International Business, Justin Paul, PHI learning India PVT, Ltd., New Delhi
- 4) International Business – S. Shajahan By macmillan India Ltd., Chennai.
- 5) International Business – Sumati Varma, ANE books PVT Ltd., Chennai.
- 6) International Business, India Edition, Mike W-Peng, Cengage learning.
- 7) International Business – Charles WL Hill and Arun K. Jain, Tata Mcgraw Hill Co.,
- 8) International Business Strategy By Allain Verbeke, Cambridge University Press, Chennai.
- 9) International Business, Michael R. Czinkota and others cengage learning.
- 10) The International Business Environment – Janet Morrison By Palgrave macmillan – London – ANE Books chennai.
- 11) International Business – By Donald A Ball and others, India Edition By TATA Mcgraw Hill Co.MBA (Evening)

**M 5521: International Supply Chain Management**

1. Understanding the Supply Chain: Definition – Decision phases – Process view – Importance of supply chain flows.
2. Designing the Distribution Network in a Supply Chain: Role of distribution in the supply chain – factors influencing distribution network design – Design options for a distribution network – Value of distribution in the supply chain – Role of network design in the supply chain – Factors influencing network design – Framework for network design decisions – Making network design decision in practice.

3. Aggregate Planning in the supply Chain and Coordination: Role of aggregate planning – Aggregate planning problem – Aggregate planning strategies – Implementing aggregate planning in practice – Obstacles to coordination – Managerial levers to achieve coordination – Building strategic partnerships and trust within a supply chain – Achieving coordination in practice.
4. Demand forecasting and Managing Inventories in Supply Chain : Role of cycle inventory in the supply chain – Safety inventory in the supply chain – Determining appropriate level of safety inventory – Determining optimum level of product availability – Role of forecasting – Characteristics of Forecasts – Components of forecast – Basic approaches of demand forecasting – Forecasting in practice.
5. Sourcing Decisions in supply Chain: Role of sourcing – Supplier scoring and assessment – Supplier selection and contracts – Design collaboration – Procurement process – Making sourcing decisions in practice.
6. Transportation: Role of transportation – Basic transport economics and pricing – factors affecting transportation decisions - Transport decision-making – Routing and scheduling in transportation.
7. Technology in Supply Chain: Role of IT in supply chain management – Customer relationship management – Internal supply chain management – Supplier relationship management.

**Recommended Books:**

1. Agarwal, “Text Book of Logistics and Supply Chain Management”. (McMillan)
2. Ballou / Srivastava, “Business Logistics / Supply Chain Management”. (Pearson)
3. Sunil Chopra, “Supply Chain Management: Strategy, Planning & Operations”. (Pearson)
4. Dornier / Ernst / Fender / Kouvelis, “Global Operations and Logistics”. (Wiley)
6. Bozarth / Handfield, “Introduction to Operations and Supply Chain Management”. (Pearson)
7. Sahay, “Supply Chain Management”. (McMillan)
8. Mentzer, “Fundamentals of Supply Chain Management”. (Sage)