

# 1 INTRODUCTION

## 1.1 The Institute

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The Institute of Business Administration (IBA), University of Dhaka, is the pioneer in rendering business education in Bangladesh. It is also the leading business school in the country. Commitment to the highest educational standards distinguishes IBA among the educational institutes in Bangladesh. This reputation has been achieved through a tradition of excellence and dedication to quality education and research. IBA graduates are highly sought after by the industry and IBA is proud of its students who have made outstanding contributions to various fields, both at home and abroad.

IBA was founded in 1966 in collaboration with Indiana University, Bloomington, USA, under a Ford Foundation Financial Assistance Program with the objective of providing professional training to create future business leaders. The founder-director of IBA is Professor M. Shafiullah.

IBA began its journey by launching its flagship MBA program. In the 1970s, the MPhil and PhD programs were introduced. In response to the growing demand for business education at the undergraduate level, the BBA program was started in 1993. In 2007, the Executive MBA program was launched to cater to the growing demand for quality education among mid-career executives.

In a proud history spanning more than four decades, the teachers and students of IBA have partnered together to achieve an enviable level of excellence in Bangladesh. A variety of factors have contributed to its success, some of which are:

- A rigorous admission selection process which ensures superior quality of students;
- A unique curriculum designed in line with North American business schools tailored to meet the requirements of the local market;
- Effective teaching methods where a blend of experimental and experiential learning is pursued;
- A highly trained and experienced faculty who bring into the classroom their vast knowledge and experience;
- A learning approach where student participation is encouraged; and
- A supportive culture and facilities for research and learning.

## **1.2 Administration**

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IBA is a constituent of the University of Dhaka and functions within the broad framework of policies, rules, and regulations of the University.

The Institute is headed by a Director, who is also a faculty member of the Institute. The Director is responsible for overall management and supervision of the activities of the Institute. The present Director of IBA is:

**Professor G M Chowdhury**  
MBA (Aston), Dip-in-Mktg (CIM, UK)  
DMS (Kingston)

### **1.2.1 Board of Governors**

A Board of Governors, chaired by the Vice-Chancellor of the University of Dhaka, provides the policy and administrative guidance for IBA. The Board consists of eleven members:

- 1) Vice-Chancellor of the University
- 2) Treasurer of the University
- 3) Dean of the Faculty of Business Studies
- 4) One nominee of the Syndicate from among its members
- 5) One nominee of the Academic Council from among its members
- 6) One nominee of the Faculty of Social Sciences
- 7) Three members from the business community nominated by the Chancellor
- 8) One elected representative of IBA faculty members, and
- 9) Director, IBA as Member Secretary

The present Vice Chancellor of the University of the Dhaka is the Chairperson of the board:

**Professor A A M S Arefin Siddique**  
Ph.D. (Mysore)  
M. A. (DU)  
Vice-Chancellor, University of Dhaka

### **1.2.2 Academic Board**

The Academic Board of the Institute reviews the academic programs. All Professors and Associate Professors of IBA are members of this Board and the Director of IBA is the Chairperson of the board. The other members are the Dean of the Faculty of Business Studies and the Chairmen of the Departments thereunder. There is also a provision of including nominated members from the academic and business communities.

### **1.2.3 Co-ordination and Development (C&D) Committee**

The Co-ordination and Development Committee consists of the top one-third of the total number of teachers of the Institute. It is responsible for, among other things, planning of further development of the Institute in the areas of academic and research programs, and recruitment and training of teachers.

### **1.2.4 Academic Committee**

The Academic Committee is comprised of all the teachers of the Institute. The Committee provides operational guidance to the academic programs of the Institute. It deals with admission of students, curricula, examinations, teaching, and co-curricular activities etc.

## **1.3 Linkages: AMDISA and AMDIB**

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IBA is a member of the Association of Management Development Institutions of South Asia (AMDISA) which is headquartered at Hyderabad, India. IBA is also the leading institute of the Association of Management Development Institutions of Bangladesh (AMDIB). The AMDIB office is located inside the IBA premises. The Director of IBA is the incumbent President of AMDIB. Both the Associations cater to faculty and institutional development of their member organizations.

## **2 PROGRAMS OF IBA**

### **2.1 Academic Programs**

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IBA fosters an exciting academic environment with collaborative student-faculty interaction, active learning approaches, team-based experiences, and practical applications. Students are encouraged to think critically, practice intellectual curiosity, explore the bounds of creativity and innovation, and demonstrate scholarly enthusiasm.

A brief introduction of the programs and centers of IBA are presented here.

#### **2.1.1 Bachelor of Business Administration (BBA) Program**

The Bachelor of Business Administration program of IBA is one of the most coveted programs in the country. This four-year professional undergraduate business program blends academic theory and business practice while preparing students to excel in challenging work environments or in advanced academic studies. This state-of-the-art program is proven to be of paramount importance in achieving the vision of preparing leaders who help transform businesses through their rigorous analysis and innovative insights.

### **2.1.2 Master of Business Administration (MBA) Program**

IBA has both full-time and part-time MBA program which is a professional graduate program to develop skills and judgment in an individual for effective management. The emphasis is to develop a student's ability to evaluate business and organizational situations so as to enable them to make informed and creative judgment about policy and operational issues. Central to this approach is the development of creativity and reasoning in students, which is so essential for every manager regardless of function or level within an organization. A unique educational approach is taken to groom the graduates who enter the university from diverse backgrounds.

### **2.1.3 Executive MBA (EMBA) Program**

This is the most recent inclusion in the IBA offerings. The program is designed to enrich the knowledge of executives and to promote sharing of knowledge and experience among them. The program is interactive, where faculty members play the role of facilitators in pursuit of exchange of knowledge. The faculty members are selected from both the academia and the industry.

### **2.1.4 Master of Philosophy (MPhil) Program**

The Institute of Business Administration awards MPhil degree of the University of Dhaka. This is a full-time two-year program. Candidates possessing Masters degree from the University of Dhaka or from any recognized university and having good academic record may seek admission to the MPhil program on the recommendation of the Academic Committee of IBA and the approval of the Board of Advanced Studies of the University of Dhaka.

### **2.1.5 Doctor of Philosophy (PhD) Program**

IBA runs an outstanding doctoral program to interested and qualified candidates. The three-year program is designed to provide students with rigorous theoretical and methodological training needed to perform original research. Candidates interested in the PhD program must have at least Masters or equivalent degrees recognized by the University of Dhaka in the same or related subject. A candidate who has obtained an MPhil degree from this University or from a recognized university is also eligible for admission in this program.

### **2.1.6 Doctor of Business Administration (DBA) Program**

The DBA program at IBA is designed to provide advanced doctoral level education to professional practitioners in business and management. The prime objective of the DBA program is to produce graduates who can contribute to the advancement of their professions and to the expansion of knowledge relating to the current theories, practices and issues in business and management. Experienced managers or business consultants having a recognized MBA or EMBA degree can apply for admission into the program.

## **2.2 Support Programs**

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### **2.2.1 Management Development Program (MDP)**

The Management Development Program of the Institute is geared towards helping individual managers and organizations augment their management development efforts. The services provided by the program include management trainings, seminars, workshops and executive forums. A Chairperson heads the Management Development Program.

### **2.2.2 Management Consultancy Program (MCP)**

The Institute has been rendering professional consulting services since its inception in 1966. To provide enhanced professional services to the business, industry and government, all consulting activities of IBA have been brought under the umbrella of MCP from 1991. The program is headed by a Chairperson who is assisted by a committee consisting of IBA faculty members who act as the resource persons of the MCP consultant team. External experts are also engaged as and when required.

## **3 CENTERS AT IBA**

To cater to the unique needs of the business and society, the Institute has created some special centers, viz., Center for Management Research and Publications (CMRP), IBA Computer Center (IBACC).

### **3.1 Center for Management Research and Publication (CMRP)**

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IBA has a strong program in the field of research and publications. CMRP facilitates in acquiring research funds and allocating research grants to faculty members. It further organizes regular research seminars on issues of national interest. It also takes up specific research projects at the request of government or private organizations on its own or in collaboration with agencies or organizations and endeavors to publish the research findings.

This Center has been publishing an internationally reputed quarterly journal titled "Journal of Business Administration" since 1975. The Journal provides opportunity to the IBA faculty and fellow academicians to have their research articles published. The Journal prints articles on different aspects of management and business administration and aspires to strike a balance between theory and practice. It aims to serve the academic needs of the students as well as that of the national and international academic communities. The Journal also fosters international network with institutes and organizations through mutual exchange of journals.

### **3.2 IBA Computer Center (ICC)**

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The IBA Computer Center was established with the aim of narrowing the gap between the demand for and supply of trained personnel in the computer and IT fields through its various programs. The Center has been successfully performing its dual role of providing short-term IT training courses and providing computing facilities and services to IBA students, faculty, administration, and library.

The Center offers courses on computer languages, software applications, business application packages, specialized areas such as Systems Analysis and Design, Linear Programming, and Database Programming and Design. The Center also arranges tailor-made training programs for business, government and other organizations.

## **4 GENERAL FACILITIES**

### **4.1 Building**

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The Institute has its own premises within the campus of University of Dhaka. The main building is four-storied and contains 65,000 square feet of floor space. It houses the administrative and faculty offices, conference room, lecture and seminar rooms, Computer Labs, Alumni Association Office, and an auditorium. It also has a Faculty Lounge, as well as two cafeterias for students.

### **4.2 Library**

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The five-storied library building, measuring 24,000 square feet, accommodates stock rooms, reading rooms, equipment room, and a spacious examination hall. The Library provides a rich collection of books, periodicals, and research materials on management to support teaching programs and research work. It has a collection of around 500 CDs and over 55,000 volumes including textbooks, periodicals, and documents. New volumes are continuously being added to the Library every year. Books are classified according to the Dewey Decimal system and are arranged in open shelves. The searching, retrieval, and issuing system is totally computerized.

The entirely air-conditioned Library has a reading room with a capacity for 300 readers. It remains open from 7.45 a.m. to 7.45 p.m. on all weekdays during semester periods. However, to cater to the needs of the students of EMBA Program, the library is also open till 9.30 p.m. on Tuesdays and Saturdays, and on Fridays, it is open from 9 a.m. to 9.30 p.m. with a 2 hour prayer break in-between. The Library may also remain open during holidays under special arrangement.

### **4.3 Classrooms**

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Classrooms of IBA are equipped with air-conditioning facilities, multimedia projector, computers and in-built sound system to facilitate teaching. The classroom setup also allows instructors to use a variety of pedagogical approaches and teaching styles.

### **4.4 Auditorium**

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IBA has an in-house auditorium at the ground floor which seats up to 250 people. The auditorium is used for conducting seminars, orientation programs, and various cultural events including the freshers' reception and farewell ceremony.

## **5 STUDENT SERVICES**

### **5.1 Counseling and Guidance**

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A significant feature of the education system at the Institute is the close contact between the students and the faculty members. Each student, on enrolment, is assigned to a faculty advisor. The faculty advisor counsels the student on issues relating to academic programs. The counseling and guidance is part of the larger university system.

The current faculty advisors of the Institute are:

Mr. Shama-e-Zaheer  
Assistant Professor

Mrs. Homayara L. Ahmed  
Assistant Professor

Sagar Sen  
Lecturer

### **5.2 Scholarship**

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A good number of scholarships are available for meritorious students. Few stipends are also available for financially needy ones. These scholarships and stipends are donated by various individuals and business organizations. The Scholarship Committee of IBA selects the students for these awards. In addition, the University of Dhaka also awards a number of merit scholarships.

### **5.3 Accommodation**

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The five-storied IBA Hostel located in Green Road has accommodation for 150 male students. It has a large dining room, a spacious indoor games room, a reading room, a prayer room, and other necessary facilities. Students are able to avail the University bus service from the Farm Gate bus stoppage. All IBA male students must be either resident in IBA Hostel or attached to Muktizoddha Ziaur Rahman Hall.

For female students, there are a limited number of seats available at Rokeya Hall and Shamsunnahar Hall of the University of Dhaka. For non-resident female students, the attachment has to be with one of these two halls.

The halls of residence set the residency rules and the authorities may prescribe other conditions of residence from time to time.

### **5.4 Job Placement**

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The Institute operates a Placement Office for the benefit of its graduates and their prospective employers. The Office arranges campus recruitment. It maintains records of current students and alumni and publishes profiles of all graduating students. These records and profiles are available to graduates and prospective employers. The responses from employers have always been highly encouraging and all IBA graduates have been employed in responsible and well-paid positions.

The Placement Office is also responsible for coordinating the Internship Program for the BBA and MBA students after completion of their course work. This Office is led by a faculty member as its Chairperson and managed by a full-time Placement Officer.

### **5.5 Extra-Curricular Activities**

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#### **5.5.1 IBA Communication Club**

Officially the oldest club in IBA, the Communication Club (formerly known as the Debating Club) has a formidable reputation as one of the most active and successful student clubs in the country. Its members compete not only in university-level debate and case competitions in Bangladesh, but also participate in regional and international tournaments and hold roundtable conferences.

Other than these established clubs, students are always encouraged, and supported by faculty and staff, to take up projects on their own for voluntary social work. The aim of the institution is not only to create future business leaders but also to nurture these young minds to be socially responsible professionals.

## **5.6 Alumni Association**

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The IBA Alumni Association is one of the most-diverse alumni network in the country. This association acts as a conduit between IBA and the former graduates. Besides annual conventions and similar collegial events, this association holds seminars and workshops on topical issues on a regular basis and publishes a magazine named "Business Executive".

## 6 FACULTY

The Institute has highly qualified faculty members who provide guidance and take responsibility for the standard of education and training given at IBA. The faculty advances management theory and practice and disseminates management knowledge through scholarly activities, classroom applications, and service to the public and private sectors. The faculty listing is given below:

### Director

**Professor G M Chowdhury**  
MBA (Aston), Dip-in-Mktg (CIM, UK)  
DMS (Kingston)  
BSc (Hons) (North London)

### Professor

1. **Nurur Rahman**  
PhD (Ohio State, USA)  
MA (Ohio State, USA)  
MBA (Indiana, USA)  
MCom (Dhaka)
2. **A K M Saiful Majid**  
PhD (Dortmund, W. Germany)  
MBA (W. Germany)  
MSc Economics (USSR)
3. **Syed Ferhat Anwar**  
PhD (DU)  
DUT (Canada)  
MBA (IBA, DU), MSc (DU)  
BSc (Hons) (DU)
4. **Iqbal Ahmad**  
M. Indl. Admn Sc (Aston, UK)  
MSc (DU), BSc (Hons)  
PGD-in-Indl. Relations (Holland)  
Dip-in-Personnel Mgt (DU)
5. **Mohammad A. Momen**  
MBA (Drake, USA)  
MCom Finance (DU)  
BCom (Hons) Finance (DU)
6. **Nazma Ara Hussain**  
PhD (DU), MBA (IBA, DU)  
PGD in Mgt Actg (UK)
7. **Jawadur Rahim Zahid**  
PhD (MBS, UK)  
MBA (IBA, DU)
8. **Abu Yousuf Md Abdullah**  
PhD (DU)  
International MBA (Helsinki School  
of Economics, Finland)  
MBA (IBA, DU)
9. **Shakil Huda**  
MSc (Texas Tech, USA)  
MBA (IBA, DU)
10. **Syed Munir Khasru**  
MBA (Wharton, USA)  
MCom Finance (DU)  
BCom (Hons) Finance (DU)
11. **Md Jahangir Alam**  
PhD (DU), MBA (IBA, DU)  
MSc Physics (RU)
12. **Neaz Ahmed**  
MBA (UNB, Canada)  
MBA (IBA, DU)  
BA (Hons) Economics (DU)
13. **Syed Alamgir Jafar**  
MS Business Admin (Duquesne,  
Penn, USA)  
BA (Hons) (Lahore, Pakistan)

14. **Khair Jahan Sogra**  
PhD (Macquarie, Australia)  
MBA (UNB, Canada)  
MBA (IBA, DU)  
MDPW (UNB, Canada)

5. **Sutapa Bhattacharjee**  
MBA (Willamette, USA)  
MBA (FBS, DU)  
BBA (FBS, DU)

#### **Associate Professor**

1. **Md Mahboob-E-Sattar**  
MBA (IBA, DU)  
BE (Elect) (Karachi, Pakistan)
2. **Mushtaque Ahmed**  
MBA (IBA, DU)  
BSc Engg E&E (BUET)
3. **Sheikh Morshed Jahan**  
MA Int'l. Dev. Policy (Duke)  
MBA (IBA, DU)
4. **Zahid Hassan Khan**  
MBA (IBA, DU)

#### **Assistant Professor**

1. **Shama-E-Zaheer**  
MBA (Emory University, USA)  
MBA (IBA, DU)  
BBA (NSU, Dhaka)
2. **Md Mohiuddin**  
MBA (IBA, DU)  
BBA Accounting (FBS, DU)  
PGD in Soc. Sc. Res. Methods (UK)
3. **Homayara Latifa Ahmed**  
MBA (IBA, DU)  
BBA (IBA, DU)
4. **Md. Ridhwanul Haq**  
PhD (Australia)  
MBS (ANU, Australia)  
MBA (DU)  
BBA Marketing (DU)

#### **Lecturer**

1. **Sagar Sen**  
ACCA Affiliate  
MBA (IBA, DU)  
BSc (Hons) CSE (DU)
2. **Md. Iftekharul Amin**  
MBA (IBA, DU)  
BSc (Hons) CSE (DU)
3. **Khaled Mahmud**  
MBA (IBA, DU)  
BSC Engg CSE (BUET)
4. **Md. Rezaul Kabir**  
MSc (Aston, UK)  
BBA (NSU, Dhaka)
5. **Syeda Mahrufa Bashar**  
MBA (IBA, DU)  
BBA (IBA, DU)
6. **Khonika Gope**  
MBA (IBA, DU)  
BSc Engg EEE (BUET)
7. **Rezwanul Huque Khan**  
MBA (IBA, DU)  
BSc in CIT (IUT, Dhaka)

## **FACULTY ON LEAVE**

### **Professor**

1. **Muhammad Ziaulhaq Mamun**  
PhD (AIT, Thailand)  
MBA (IBA, DU)  
MBA (American Univ, Beirut)  
BSc Engg Civil (BUET)
2. **M Shawkat Ali Ferdousi**  
MSc Fin. Economics (UK)  
Master of Env Studies (Canada)  
MBA (IBA, DU), LLB (DU)

### **Associate Professor**

1. **Mohiuddin Ahmed**  
MBA (IBA, DU)  
BBA (IBA, DU)

### **Assistant Professor**

1. **Qazi Shaheen Kabir**  
MBA (Syracuse, USA)  
MBA (IBA, DU)  
BSc Engg (Mech) (BUET)
2. **Shakila Yasmin**  
MBA (IBA, DU)  
BSc Engg E&E (BUET)
3. **Mohammad Saif Noman Khan**  
MBA (IBA, DU)  
MA (DU)  
BA English (Hons.) (DU)
4. **Sawlat Hilmi Zaman**  
MBA (IBA, DU)  
BBA (IBA, DU)

### **Lecturer**

1. **Mujahid Mohiuddin Babu**  
MBA (IBA, DU)  
MBA (FBS, DU)  
BBA (FBS, DU)
2. **Melita Mehjabeen**  
MBA (IBA, DU)  
BBA (IBA, DU)

## 7 STAFF

IBA has a team of qualified, well-trained, and experienced staff who provide support to the academic programs and administrative functions. Following is a list of the officers of IBA:

### Administration

1. **Md Manzurul Haque** Secretary-in-charge  
MCom Finance & Banking (Rajshahi)  
BCom (Hons)
2. **Abu Md Mahiuddin** Senior Placement Officer  
MCom Mgt (Rajshahi)  
BCom (Hons)
3. **Md Abdul Hai Khan** Senior Computer Analyst  
MSc Maths (Dhaka)  
BSc (Hons)
4. **N. M. Jahangir** Senior Administrative Officer  
BA (Dhaka)
5. **Md Abdur Rashid** Senior Accounts Officer  
BCom (Rajshahi)
6. **Md Sohrab Ali** Senior Technical Officer
7. **Md Shamsul Haque** Section Administrative Officer
8. **Mukter Ali** Administrative Officer  
BA (Dhaka)
9. **Md Nazrul Islam** Technical Officer  
BSS (BOU)
10. **Provash Kumar Paul** Section Officer (Technical)  
MSc Math (NU)  
BSc (Hons) Math (NU)
11. **Md. Mohidul Hasan** Administrative Officer  
MA (Dhaka)

## Library

1. **Mohammad Sheikh Saadi** Deputy Librarian  
MA Lib & Inf. Sc. (DU)  
BA (Hons) Lib & Inf. Sc. (DU)
2. **Md Moinuddin** Assistant Librarian  
MA Lib & Inf. Sc. (DU)  
BA (Hons)
3. **Faijunnesa Shilpi** Assistant Documentation Officer  
MA Lib & Inf. Sc. (Dhaka)
4. **Ahsanul Haque** Assistant Librarian  
MA Lib & Inf. Sc. (DU)  
BSS (Hons) MSS Sociology (CU)



## 8 MBA PROGRAM

### 8.1 Admission

Every applicant must fulfill the admission requirements as laid down by IBA. The Admission Test is held annually.

#### 8.1.1 Applicant Eligibility

The minimum requirements for application into the MBA program are:

- A Bachelor degree or its equivalent in any field including business, engineering, agriculture or medicine
- No more than one third division/ class in any public examination, and
- At least seven points, calculated as follows:

**Table A: Points for SSC/'O' Level and HSC/'A' Level**

SSC GPA / Div	HSC GPA / Div	O' Level GPA*	A' Level GPA*	Qualifying Point
>=4.0 / 1 <sup>st</sup>	>=4.0 / 1st	>=3.0	>=2.5	3
>=3.0 / 2 <sup>nd</sup>	>=3.0 / 2nd	>=2.5	>=2.0	2
>=1.0 / 3 <sup>rd</sup>	>=1.0 / 3rd	>=1.0	>=1.0	1

\* Applicants, who have taken the O Level examination, must have passed at least five subjects (including mathematics), with a minimum of grade 'D' in each of these subjects.

\* Applicants, who have taken the A Level examination, must have passed at least two subjects, with a minimum of grade 'D' in both of these subjects.

\* Letter grades of O Level and A Level subjects are converted to grade points (A = 4, B = 3, C = 2, D = 1). Grade Point Average (GPA) is calculated by averaging the grade points of the five best grades for O Level and the two best grades for A Level.

**Table B: Points for Bachelors and Masters Degree**

Certificate/Degree	GPA/Division/Class		
	>=3.5/1 <sup>st</sup>	>=3.0/2 <sup>nd</sup>	>=2.5/3rd
Bachelors Degree (Pass)	4	3	2
Bachelors Degree (Hons./four-year)	5	4	2
Masters Degree	1	1	1

For all other certificates/degrees, equivalence will be determined by the Equivalence Committee of IBA.

### **8.1.2 Admission Test**

All Bangladeshi applicants are required to take the admission test which is administered by IBA in Dhaka. The admission test has the following components:

#### **Written Test**

The Written Test assesses the applicants' aptitudes in Language, Mathematics, and Analytical ability. To qualify in the Written Test, an applicant must obtain a minimum qualifying score in each of these areas.

#### **Interview**

Applicants will be selected for interview on the basis of their performances in the Written Test.

### **8.1.3 Final Selection & Registration**

The final selection for admission will be based on scores obtained by an applicant in the Written Test and the Communication Test. Selected candidates should obtain the prescribed University Admission Form from the MBA Program Office and submit the completed form along with four passport-size and one stamp-size photographs and other documents as outlined in the form within the stipulated time to the MBA Program Office. After completion of the above formalities candidates will then have to pay the requisite fees as determined by IBA.

### **8.1.4 Foreign Applicants**

Admission eligibility for a foreign national is the same as stated in section 8.1.1. However, a foreign applicant having a total score of 650 or more in GMAT with minimum 30 percentile in verbal and 50 percentile in quantitative may be exempted from the Written Test. Exemption decisions will be made by IBA on a case-by-case basis. However, they will have to appear for an interview before the final selection is made.

## **8.2 Rules & Regulations**

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### **8.2.1 Degree Requirements**

In order to qualify for the MBA degree, a student has to meet the following requirements:

- Completion of 20 courses (equivalent to 60 credit hours) and an Internship Program with a minimum 'C' grade
- Passing of Comprehensive Examination with a minimum 'C' grade
- Passing of 20 courses individually and maintaining a minimum CGPA of 2.50.

## **8.2.2 Course Load for MBA Students**

### **Full -time Students**

A full- time student must register in five courses in the first semester. However, if a student wants to switch to part time he/she may do so from second semester onwards by taking the same course load as that of a part- time student.

### **Part- time Students**

A part- time student must register in three courses in the first semester. From the second semester onwards a part-time student may take a minimum of two but not more than three courses per semester. A part-time student may also change status from part-time to full-time by taking the same course load as that of a full-time student.

Change of such status will be allowed only if the student has good standing in terms of CGPA (as defined in section 8.3.1) upon approval of the IBA Academic Committee.

## **8.2.3 Class Attendance**

Students are required to attend all classes held during each semester. Only three absences per course may be excused. A student may be given a reduced or an 'F' grade or even dismissed from the program for unexcused absences. However, the Academic Committee of IBA will make the final decision regarding any proposal for dismissal on grounds of unexcused absences.

## **8.2.4 Transfer of Credit Hours**

Transfer of credit hours from institution(s) having equivalent curricula, comparable grading system, and grading standards may be allowed for a maximum of 9 credit hours, provided that a student has obtained minimum 'B' grade in the courses intended for transfer. Students seeking transfer must have had similar courses with at least 70% identical content. Transfer of credit will be considered only after a student enrolls in the IBA MBA program having fulfilled all admission requirements as are applicable for regular students. All applications for transfer of credit will be considered by the IBA Equivalence Committee on a case-by-case basis.

A student who has been granted transfer of credits will be required to complete the remaining credit hours and meet other degree requirements of the MBA program. The transferred credits will not be part of the CGPA and will not be shown in the transcript.

A student, exempted from a course, may take an alternative course of the same level or higher, subject to the approval of the Equivalence Committee.

### **8.2.5 Course Waiver**

Waivers may be given in any or all of the five foundation courses. Applicants with BBA or relevant Masters degree (Economics, Mathematics, Management, Finance and Law) from reputed universities may get waiver provided they fulfill the following conditions:

- at least a 'B' grade in a similar course in the earlier program,
- at least 70% of the course material are similar, and
- passing a qualifying test for each such course as decided by IBA.

All applications for course waiver will be reviewed by IBA on a case-by-case basis.

### **8.2.6 Grievance Procedure Regarding Grades**

Students aggrieved by the evaluation and grading of academic work by their faculty or supervisor may file a grievance application according to the approved procedure of IBA.

### **8.2.7 Withdrawal from the Program**

Students may apply for withdrawal from the program after completion of at least one semester provided that they are in good standing (as defined in section 8.3.1). Students having incomplete grades will not be allowed to withdraw from the program. A student who is granted withdrawal must complete the program within eight academic years from the date of initial registration and will select courses from those that will be on offer for the regular students.

Course withdrawal is allowed subject to taking minimum course load as required by IBA and at the most four weeks from starting of the semester.

### **8.2.8 Unfair Means**

Students are strictly forbidden from adopting unfair means. The following shall be considered as adoption of unfair means:

- a) communicating with fellow students for obtaining help excepting for collaborative work
- b) copying from another student's script or report or paper
- c) copying from printed matter, hand-written script, writing on desk or palm of hand, or from other incriminating documents during quizzes or exams
- d) Plagiarizing or copying from existing work without reference for inclusion in report or paper
- e) possession of any incriminating document, whether used or not, and
- f) Any approach in direct or indirect form to influence a teacher concerning grades.

Students adopting unfair means may be given an 'F' grade for the assignment, test, quiz, paper, report, or even for that course, at the discretion of the instructor.

Adoption of unfair means and/or engaging in any unruly behavior which is disruptive of the academic atmosphere may result in the dismissal of the student from the program as well as expulsion of the student from IBA and as such from the University of Dhaka.

### **8.3 Grading System**

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In each course, students receive letter grades such as 'A', 'B+', 'B', 'C+', 'C', 'D+', 'D', and 'F', depending on their performances. 'F' is a failing grade. The numerical equivalence (grade point) of each grade as used in calculating CGPA is as follows:

<b>Letter Grades</b>	<b>Grade Points</b>	<b>Letter Grades</b>	<b>Grade Points</b>
A	4.00	C	2.00
B+	3.50	D+	1.50
B	3.00	D	1.00
C+	2.50	F	0.00

#### **8.3.1 Good Standing**

A student having a minimum CGPA of 2.50 is considered to be in good standing. The GPA (for the first semester) and CGPA (for subsequent semesters) will be calculated on the basis of: (a) grades earned in individual courses and (b) number of courses completed, including the course(s) in which the student received an 'F' grade. If the student repeats a course and the 'F' grade is substituted by a passing grade, the new grade will be considered for calculating CGPA.

#### **8.3.2 Incomplete Grade**

For incomplete course work, a student may be assigned an incomplete grade, which will be recorded as 'I' along with an alternative grade based on an assessment of the work completed in that course. Students must complete the course work within four weeks from the date of publication of the semester results. If a student fails to do so, he/she will automatically earn the alternative grade.

#### **8.3.3 Repeating a Course**

A course may be taken only once. However, a student who has received an 'F' grade in any course must retake that course and get a minimum 'D' grade in order to meet the degree requirement. The grade earned on the retake will be shown in the Grade Sheet along with the 'F' grade earned when the course was first taken. However, the previous 'F' grade(s) will not be used in the calculation of CGPA. A particular course may be repeated only once.

#### **8.3.4 Probation and Dismissal**

If a student fails to maintain a minimum CGPA of 2.50 at the end of a semester, but obtains 2.00 or more, he/she will be placed on probation. A student obtaining a CGPA of less than 2.00 shall be dismissed from the program. If a student on probation fails to

raise his/her CGPA to at least 2.50 in the following semester, he/she will stand dismissed from the program.

## 8.4 MBA Curriculum

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The variety of coursework in the MBA curriculum contributes to a broad based understanding of business management processes.

### 8.4.1 Course Structure

Course Category	No. of Courses	Credit per Course	Total Credits
Foundation	5	3	15
Core	8	3	24
Major	4	3	12
Minor / Free Elective	2	3	6
Capstone	1	3	3
<b>Total</b>	<b>20</b>		<b>60</b>

### 8.4.2 Foundation Courses

The MBA Foundation courses are designed to provide accelerated coverage of the knowledge base necessary for students to prepare them for the study of business at the graduate level.

No.	Course Code	Course Title
1	A501	Financial Accounting
2	C501	Managerial Communication
3	K501	Business Mathematics and Probabilities
4	L501	Legal Environment of Business
5	W501	Management of Organizations

### 8.4.3 Core Courses

The core courses provide students with essential management skills to succeed in any career by focusing on the functional areas of business.

No.	Course Code	Course Title	Pre-requisite Course Code
1	A502	Management Accounting	A501
2	E501	Managerial Economics	K501
3	F501	Financial Theory and Practices	A501
4	H501	Managing People at Work	W501
5	K502	Statistics and Decision Analysis	K501
6	K503	Management Information Systems	W501
7	M501	Marketing Theory and Practices	W501
8	P501	Managing Operations	K501

### 8.4.4 Areas of Concentration (Major/Minor)

Students are required to take additional courses as free electives in order to develop interests in areas which may aid in advancement of their career paths.

In this category, students concentrate on their chosen professional major, which prepares them for careers in business and provides specialized analytical skills for professional advancement. To major in an academic area, students need to choose at least four courses from that particular area of interest. Students can choose from among eight areas of concentration:

- Entrepreneurship
- Finance
- Human Resources Management
- Information Systems
- Management
- Marketing
- Markets and Development, and
- Technology and Operations.

Students may wish to minor in any academic area of special interest. The requirement for minors as an option for students is successful completion of two elective courses from any one area of concentration.

The prerequisites for registration in any of these courses are successful completion of all foundation courses and related core courses.

**Entrepreneurship**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	W601	Entrepreneurial Finance
2	W602	Entrepreneurial Marketing
3	W603	Entrepreneurship and Corporate Venturing
4	W604	Innovation Management
5	W605	Management of Technology
6	W606	Managing Changes
7	W607	Managing Product Development
8	W608	Negotiation
9	W609	Small Business Management
10	W610	Social Entrepreneurship
11	W611	Franchise Management
12	W612	Technology and Markets
13	W621	Seminars in Small Business

**Finance**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	F601	Corporate Finance
2	F602	Financial Institutions and Markets
3	F603	International Finance
4	F604	Financial Derivatives
5	F605	Portfolio Management and Investment Analysis
6	F606	Insurance and Risk Management
7	F607	Bank Management
8	F608	Financial Information Analysis
9	F609	Corporate Restructuring
10	F610	Entrepreneurial Finance
11	F611	Real Estate Finance
12	F612	Venture Financing
13	F613	Corporate Governance

**Human Resources Management (HRM)**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	H601	Compensation Management
2	H602	Conflict Management
3	H603	Gender in Management
4	H604	Human Resources Planning
5	H605	Human Resources Management in Global Organizations
6	H606	Industrial Relations
7	H607	Managing Employees
8	H608	Managing Workforce Diversity
9	H609	Performance Management
10	H610	Training and Development
11	H611	Strategic Human Resources Management
12	H621	Seminars in Human Resources Management

**Information Systems**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	K601	Cross-Functional Systems Integration
2	K602	Data Management
3	K603	Decision Support Systems
4	K604	E-Business
5	K605	Global Information Technology Management
6	K606	Information and Knowledge Management
7	K607	Information Technology Strategy and Services
8	K608	Management of Information Systems
9	K609	System Analysis and Design
10	K621	Seminars in Information Systems

**Management**

No.	Course Code	Course Title
1	F613	Corporate Governance
2	K606	Information and Knowledge Management
3	N601	Cross Cultural Management
4	N602	Business Research Methods
5	N621	Seminars in Management
6	P608	Quality Management
7	P613	Project Management
8	W605	Management of Technology
9	W606	Managing Changes
10	W609	Small Business Management
11	W620	Business Ethics and Leadership

**Marketing**

No.	Course Code	Course Title
1	M601	Advertising Management
2	M602	Brand Management
3	M603	Buyer Behavior
4	M604	E-Marketing
5	M605	Industrial Marketing
6	M606	Integrated Marketing Communication
7	M607	International Marketing
8	M608	Marketing Channels Management
9	M609	Market Research
10	M610	Relationship Marketing
11	M611	Sales-force Management
12	M612	Services Marketing
13	M613	Societal Marketing and Corporate Responsibilities
14	M614	Public Relations & Publicity
15	M621	Seminars in Marketing

**Markets and Development**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	D601	Public Policy & Private Sector Strategy
2	D602	Market Development in Emerging Economies
3	D603	Global Outsourcing Strategy
4	D604	Business Competitiveness and Development
5	D605	International Trade, Investment and Development
6	D606	Entrepreneurship & SME Development
7	D607	Macroeconomic Policy & Business
8	D608	Development Research & Policy Analysis
9	D609	Social Entrepreneurship
10	D610	Development Finance
11	D611	Management of Development Projects
12	D621	Seminar in Markets & Development
13	P611	Technology & Markets

**Technology and Operations**

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>
1	P601	Global Operations Management
2	P602	Information Technology and Business Process Management
3	P603	Management of Technology
4	P604	Manufacturing Management
5	P605	Operations Research
6	P606	Product and Service Development
7	P607	Production System and Design
8	P608	Quality Management
9	P609	Service Operations
10	P610	Supply Chain Management
11	P611	Technology and Markets
12	P612	Technology and Operations Strategy
13	P613	Project Management
14	P621	Seminars in Operations

#### **8.4.5 Capstone Course**

This course enables the students to integrate what has been learnt in the rest of the program.

<b>Course Code</b>	<b>Course Title</b>	<b>Prerequisite Course Code</b>
W650	Business Strategy	All Foundation and Core courses

The decisions on course offerings are made by the Academic Committee.

#### **8.4.6 Comprehensive Examination**

A Comprehensive Examination is taken to evaluate the students' comprehension of their major areas of study. Students must earn at least a 'C' grade in this examination. The Comprehensive Examination grade is shown on the Grade Sheet but is not included in the calculation of CGPA.

The Comprehensive Examination is usually taken two weeks before the end of the final semester. If a student fails the Comprehensive Examination, he/she may sit for a retake which is allowed only once, unless otherwise decided by the Academic Committee.

#### **8.4.7 Internship Program**

Every student must complete an Internship Program as part of the MBA degree requirement. A student must pass the Comprehensive Examination before starting the Internship Program. The primary goal of internship is to provide an on-the-job exposure to students and an opportunity for relating theoretical concepts to real-life situations. Students are placed in business enterprises, government and semi-autonomous institutions, NGOs, development projects, or research institutions. The program includes ten weeks of organizational attachment and four weeks for report writing.

Students are required to prepare and submit an internship report which is graded following the grading scheme of IBA. The grade obtained in the internship report is shown on the Grade Sheet.

#### **8.4.8 Applicability of the Curriculum and Rules**

The Institute of Business Administration reserves the right to make, at any time without notice, changes to programs, courses, regulations, degree requirements, fees or any other information or statements contained in this booklet. No responsibility will be borne either by the University of Dhaka or by the Institute of Business Administration for any adjustments or expenses resulting out of such changes.

#### **8.4.9 Description of Courses**

A brief description of each course in the MBA curriculum is given in the Annexure.

## Annexure: MBA Course Description

### FOUNDATION COURSES

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#### **A501 Financial Accounting**

The course deals with functional of bookkeeping and accounting. It covers the basic accounting concepts, double-entry system of book-keeping, recording of transaction, accounting principles, preparation of trial balance, treatment of adjustment entries, preparation and analysis of financial statements, accounting for assets and liabilities, inventory valuation and depreciation, internal control and check, accounting system and accounting practices in different types of organization.

#### **C501 Managerial Communication**

This course introduces interactive oral and interpersonal communication skills important to managers, including: presenting to a hostile audience, running meetings, listening, and contributing to group decision-making. Working in teams, students present a communication topic of their choosing to the class. An individual project challenges students to address a business audience in written and oral forms.

#### **K501 Business Mathematics and Probabilities**

The course is designed to equip the students with mathematical tools and concepts to be used in the business decision processes. It includes elements of algebra, number fields, linear and non-linear inequalities, functions sets analytical geometry, logarithm limit, differential and integral calculus, matrix and linear programming. This course will also elaborately cover probability distributions and theories.

#### **L501 Legal Environment of Business**

The course includes Law of Contract – agreement, consideration, misrepresentation, void and void able contracts; Sale of Goods – discharge, remedies; Law of Agencies; Bailment and Pledge; Law of Carriage of Goods; Negotiable Instruments Act; Insurance Law; Company Law; Labor law – payment of wages, employment and non-employment in factories, shops and establishments, workmen's compensation, Industrial disputes, trade unions and CBA, labor courts.

#### **W501 Management of Organizations**

The course is an amalgamation of Principles of Management and Organization Behavior. The course provides students opportunity to enhance their understanding of organizational operations and the people who work behind the wheels. Topics include Motivation; Perception, values, attitudes; Learning; Discipline; Defensive Behaviors; Culture; Group Dynamics; Line and Staff Management; Organizational Structure; Organizational Development; Committee, Departmentation; Centralization and Decentralization; Bases of Power etc.

## **CORE COURSES**

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### **A502 Management Accounting**

The course is a sequence to Financial Accounting and deals with tools and techniques of internal use of accounting for management decision viz., concept of cost element, pricing of cost and cost centers, cost classification, cost behavior, variable and absorption of costing, job order and process costing, cost volume profit analysis, budgeting and budgetary control, variance analysis, flexible budget, relevant cost items in decision making, segment reporting and transfer pricing.

### **E501 Managerial Economics**

This course focuses on the problem of business decisions, making extensive use of cases. Topics include basic supply-demand theory and marginal analysis, the structure of decision problems, the impact of the market setting (i.e., competitive, oligopolistic or monopolistic structures) and strategic interactions among firms using game theory. The emphasis throughout is on the use of economic reasoning to solve actual business decision problems. The course also includes Computation of National Income and Product; Aggregate supply and demand models; Savings, consumption and investment; Aggregate levels of production; Theory of money and inflation; Monetary and fiscal policy.

### **F501 Financial Theory and Practices**

The course covers the nature and scope of financial management; the objectives of financial management; management of working as well as fixed capital; tools for quantitative analysis of prior financial position; techniques of forecasting; need for funds; techniques of capital budgeting and related concepts; financial structure and profit distribution policy.

### **H501 Managing People at Work**

The course deals with management of human resources in organization, viz, the basic functions of human resource management, sources of personnel, methods of selection, recruitment, developing and motivating the work force, procedures of primary record-keeping, compensation, salary and wage administration, promotion, training appraisal, health safety, discipline and employee benefits.

### **K502 Statistics and Decision Analysis**

The course is designed to equip the students with statistical tools and concepts to be used in the business decision processes. Methods of descriptive and Inferential statistics are covered that include measures of central tendency and dispersion, hypothesis testing and their application in the management decision process, testing hypothesis, correlation and regression analysis, game theory and basics of non-parametric statistics. Survey methods, sample design and sources of business statistics in Bangladesh are also given.

**K503 Management Information Systems**

Topics include Information Systems Concepts and Terminology; Current Issues and Trends; E-Business and E-Commerce; Impact of Technology on Organizations; Managers and Users; Ethical, Social and Global Issues; Decision Support Systems; Executive Information Systems; Information Systems in Business Functional Areas of Marketing, Finance, Production and Human Resources; Problem-Solving Approach and Decision Making.

**M501 Marketing Theory and Practices**

The course provides a very broad understanding of what marketing is all about and the vital role that it plays in organizations. The course is designed to introduce the student to the strategic elements of marketing management process. It helps the student to identify and solve many past business problems and analyze current burning business issues by using marketing perspectives.

**P501 Managing Operations**

Topics include- Introduction to Production Function; Manufacturing Policy Decisions; Production System; Plant Location and Factory Layout; Production Planning and Control; Product Design and Development; Time and Motion Study; Material Handling and Transportation; Quality Control and Inspection; Statistical Quality Control; Purchasing and Inventory Control; Maintenance Management; Production Control; Systems Approach in Production Management.

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## AREA OF CONCENTRATION (MAJOR/MINOR) OR FREE ELECTIVES

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### Entrepreneurship

#### **W601 Entrepreneurial Finance**

The course examines the elements of entrepreneurial finance, focusing on technology-based start-up ventures and the early stages of company development. It addresses key questions which challenge all entrepreneurs: how much money can and should be raised; when should it be raised and from whom; what is a reasonable valuation of the company; and how funding should be structured.

#### **W602 Entrepreneurial Marketing**

The course is designed to help students develop a flexible way of thinking about marketing. It clarifies key marketing concepts, methods and strategic issues relevant for start-up and early-stage entrepreneurs. It is designed to give students a broad and deep understanding of such topics like major strategic constraints and entrepreneurial issues, identification and evaluating marketing opportunities, achievement of competitive advantages within constraints and major marketing/sales tools.

#### **W603 Entrepreneurship and Corporate Venturing**

The course focuses on skill sets valuable for graduates with its new set of entrepreneurial expectations. It looks into the research and study of theory, principles, concepts and practices of entrepreneurship within complex organizations. Examination of the latest research regarding corporate venturing, case studies of success and failure, as well as lectures from entrepreneurs are emphasized.

#### **W604 Innovation Management**

The course focuses on understanding and managing creativity and innovation in organizations by examining the relationships among organizational structure, group dynamics and individual psychology in problem-solving organizations. While this course primarily draws examples from the contexts of new product development, marketing and knowledge management the insights generated apply to all disciplines and organizations facing the problem of routine innovation and change.

#### **W605 Management of Technology**

The course is designed to give students a broad overview of the main topics encompassed by management of technology. It includes the full chain of innovative activities beginning with research and development and extending through production and marketing. Key factors determining successful management of technology are examined. The integrating course focus is on the emergence of the knowledge economy and technology as a key knowledge asset and involves both general readings and cases.

### **W606 Managing Changes**

Managerial issues addressed are associated with managing changes and innovations occurring in the nature of work and organizations and the role of the corporation in society. Topics covered include the changing social contract at work, integrating work and family, managing diversity, managing strategic labor-management partnerships and managing relations between the firm and its multiple stakeholders.

### **W607 Managing Product Development**

The course's primary focus is on new product decisions and development processes. The course provides a comprehensive analytical coverage of the various product decisions, critical discussion of the research needed as input to the decisions and the contributions of management and behavioral sciences to the development process. It covers the Role of New Products in Marketing and Corporate Management; Basic Product Policy Concepts; Product Life Cycle; Product Positioning; Product Portfolio; New Product Development Testing, Management and Launching.

### **W608 Negotiation**

The course is designed to provide students with a competitive advantage in negotiation. Students learn and practice the technical skills and analytical frameworks that are necessary to negotiate successfully. They also learn to successfully face the challenge of negotiating materially rewarding deals while also building their social capital.

### **W609 Small Business Management**

The students learn to develop a small business plan. The course introduces the challenges of entrepreneurship including the startup and operation of a small business. Topics include market research techniques; feasibility studies; site analysis; financing alternatives; managerial decision making.

### **W610 Social Entrepreneurship**

The course examines the challenges of starting, counseling and funding an early stage social venture through the eyes of the entrepreneur, investor, attorney and community leader. It explores the intricacies of managing and sustaining growth, the changing role of corporate governance and leveraging private sector partnerships and resources. It also explores innovative public/private sector partnerships and the challenges and opportunities of engaging diverse partners with differing agendas.

### **W611 Franchise Management**

The course explores the advantages and disadvantages of franchising from the franchiser's perspective. It also helps participants determine whether to franchise, and if so, the most effective way to do so. Topics include rapid domestic and international growth, entrepreneurship, capital leverage, equity creation and risk.

### **W612 Technology Marketing**

The course provides a systematic and practical framework for the development of marketing and strategy for high-technology firms facing dramatic changes in their business and technological environments. The course covers a variety of both

emerging and established companies in high-technology industries. Topics include Identifying and Evaluating Opportunities for Entrepreneurial Ventures; Building and Evaluating Business Models; Current Trends in the Positioning; Distribution; Branding and Pricing Strategies of High-Tech Companies.

**W621 Seminars in Small Business**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on relevant current issues both domestic and international.

## **Finance**

### **F601 Corporate Finance**

The purpose of this course is to introduce techniques of financial analysis, with emphasis on financing and capital budgeting decision. The main topics covered include time value of money and the net present value rule; valuation of bonds and stocks; capital budgeting decisions; uncertainty and the tradeoff between risk and return; corporate financing and dividend policy decisions.

### **F602 Financial Institutions and Markets**

The course examines the form and function of various financial markets and the manner in which financial institutions seek to use these markets to accomplish strategic corporate objectives. It focuses on the behavior of major financial institutions including commercial banks and their role in the intermediation process as suppliers of funds to the money and capital markets. Besides, how financial institutions trade various financial claims within the capital market to tailor their risk-return profile in order to enhance franchise value is also examined.

### **F603 International Finance**

The course focuses on international financial management and international trade. Topics viewed primarily from the perspective of managers doing business overseas include export/import financing, the management of foreign exchange exposure, foreign direct investment decisions and multinational capital budgeting. Other topics include trends in international banking, the balance of payments, determination of exchange rates and LDC debt crisis. The course further examines the challenges and problems faced by firms planning on doing business in various economies during the next decade.

### **F604 Financial Derivatives**

The purpose of the course is to analyze the properties of derivative securities that are commonly encountered in practice. It examines the theoretical framework within which derivative securities can be valued. The course also highlights alternative hedging strategies for financial institutions and portfolio managers. Options, futures, forward contracts, swaps etc. are the main topics of this course.

### **F605 Portfolio Management and Investment analysis**

The course covers concepts and techniques of portfolio management. Topics Include Risk Diversification Evaluating Portfolio; Portfolio Selection; Analyzing Portfolio Performance; Examining the Pattern of Changes in Valuation of Portfolio; Capital Asset Pricing Model.

### **F606 Insurance and Risk Management**

The course introduces the principles of risk management and insurance. Students should gain a fundamental knowledge of risk exposures, the management of pure risk and the insurance mechanism. Another objective is to make the students a more

informed consumer of insurance products when they conduct both business and personal matters.

#### **F607 Bank Management**

This course aims to enhance students' ability to manage banking institutions that have both national and international exposures. The subject matter of this course is the organization and accounting in banks. This is related with the problems of how banks control their portfolios and how they make a profit. In the era of globalization, many investment and commercial banks have developed themselves as multinational financial institutions. Also, they invest their assets and hedge their risk globally.

#### **F608 Financial Information Analysis**

The course is designed to develop basic skills in financial statement analysis; teach students to identify the relevant financial data used in a variety of decision contexts, such as equity valuation, forecasting firm-level economic variables, distress prediction and credit analysis; help students appreciate the factors that influence the outcome of the financial reporting process, such as the incentives of reporting parties, regulatory rules, and a firm's competitive environment. At the end of the course the students are expected to acquaint with various tools and techniques of financial analysis and to provide them with opportunities to apply these tools and techniques in analyzing financial statements necessary for practical business decisions.

#### **F609 Corporate Restructuring**

The course examines the finance, economics, law and business strategies that underlie major corporate restructuring transactions. These transactions include mergers, acquisitions, tender offers, leveraged buyouts, divestitures, spin-offs, equity carve-outs, liquidations and reorganizations.

#### **F610 Entrepreneurial Finance**

The course examines the elements of entrepreneurial finance, focusing on technology-based start-up ventures and the early stages of company development. It addresses key issues of entrepreneurship: fund requirement and acquiring finance, timing of funding and source of funds, valuation of company and modes of funding structure. The course aims to prepare students for these decisions, both as entrepreneurs and venture capitalists.

#### **F611 Real Estate Finance**

The course considers the operation of the mortgage and structured finance markets. The course applies basic tools of finance to the evaluation of mortgage, lease, asset-backed contracts, pricing of these contracts and strategies to securitize both debt and real estate equity. The course exposes students to cases about current real estate debt and equity deals and provides hands-on experience using modern option pricing tools for evaluating mortgage debt and equity-based securities.

**F612 Venture Financing**

The course provides institutional background and detail necessary to deal with the venture capital and new issues markets. Students examine basic valuation issues, appropriate capital structure, the value of liquidity, and the value of control. They also consider the intangible aspects of entrepreneurship and venture capital forms of financing. By exploring the issues of valuation, structure and control it is expected that students gain the perspective needed to be successful in the fund raising process.

**F613 Corporate Governance**

The course examines corporate governance framework and structure, roles and functions of the various stakeholders and guidelines as has been developed in the recent period with emphasis on the responsibilities of the owners and managers. The course also covers the role of the various regulatory and internal audit committee of an organization. Proper financial reporting and disclosure system necessary for good corporate governance is also emphasized in this course.

**F621 Seminars in Finance**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current issues both domestic and international.

## **Human Resources Management**

### **H601 Compensation Management**

Topics include Compensation Theory; Job Analysis, job description and job evaluation; Methods of Compensation Including Incentives, Fringe Benefits; Wage Structures; Impact of Wages on Individual Attitudes; Decisions to Participate and Perform in Organizations.

### **H602 Conflict Management**

Topics include Overview and Definition of Conflict; Conflict Management Styles; Problem Solving Approaches; Negotiation: strategizing, framing and planning; Nature of Negotiation; Strategy and Tactics of Distributive Bargaining; Strategy and Tactics of Integrative Negotiation; Perception, Cognition and Communication; Identifying and Using Negotiation Leverage; Global Negotiations in Social Context; Managing Negotiation; Ethics in Negotiation.

### **H603 Gender in Management**

The course analyzes the way in which gender operates in organizations. It focuses on the different experiences of men and women in similar work environments, mentoring, advancement and how gender expectations influence styles of management. Issues of work and family cross-pressure, tokenism, sexual harassment and sex discrimination are examined. The course also addresses legal and political changes that shape organizational decisions regarding male and female employees as well as the costs and benefits of seeking legal recourse for the individual and the organization.

### **H604 Human Recourse Planning**

Topics include Importance of Manpower planning; Issues in Human Resource Planning; Planning Model; Determination of Future Human Resource Requirements; Determining Future Human Resource Availability; Assessing Gaps and Objectives; Action Planning; Human Resource Information Systems; Manpower Planning.

### **H605 Human Resource Management in Global Organizations**

Topics include Strategies of global HRM; Global HRM Practices: recruitment, staffing & selection; Performance Appraisal; Training and Development; Remuneration and Compensation; Occupational Health; Grievance and Discipline: Procedures and Handling; Termination and Dismissal; Future Globalization of HRM.

### **H606 Industrial Relations**

The course teaches the determination, acquisition, development, utilization and maintenance of human resources by employment organizations. It covers with special emphasis to labor-management relations Employment Planning; Recruitment and Selection; Training and Development; Performance Evaluation; Compensation Administration.

#### **H607 Managing Employees**

The course is designed to provide an introduction to models and techniques of management with emphasis on applications to the management of people, examine practices, skills and behaviors associated with effective management of human resources and assist students in assessing and developing their own management style and competencies.

#### **H608 Managing Workforce Diversity**

The course explores the sources, extent and contributions of diversity in business. The behaviors that block organizational and individual effectiveness in a diverse workplace including stereotyping, prejudices and generalizations are explored. Practical strategies such as organizational action plans, taskforces and diversity programs are discussed to learn how managers can effectively attract and retain a diverse workforce.

#### **H609 Performance Management**

Topics include Performance Management Cycle: planning, coaching, reviewing, rewarding, improving; Performance Planning: using job analysis, developing performance standard, communicating performance expectation; Coaching Performance: establishing trustful relationships, Identifying causes of poor performance; Reviewing Performance; Rewarding Performance: compensation management, performance pay, knowledge-based pay; Improving Performance: mentoring, career development.

#### **H610 Training and Development**

The course is an intensive study of training in organizations including needs analysis, learning theory, management development and development of training objectives and programs. It offers techniques and tools for performing needs analysis that helps identify what individuals need to learn, and prepares students to select effective learning strategy and design instructional material that address identified learning needs. The course also provides a foundation of knowledge about adult education on which to build a student's learning and training activities.

#### **H611 Strategic Human Resources Management**

Topics include Definition and Overview of Strategy; Role of Human Resource Management In the Strategic Process; Preparation and Implementation of Human Resource Strategies; Relationship between Strategic Human Resource Management and Human Resource Planning; Human Resource Management Impact on the Process of Organizational Change; Role of HR Practitioners in Mergers and Acquisitions; Behavioral Change; Recruitment and Retention Strategies; Re-Sourcing Strategies.

#### **H621 Seminars in Human Resource Management**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current issues, both domestic and international.

## **Information Systems**

### **K601 Cross-Functional Systems Integration**

The course deals with the development and systems operations of integrated management system. The course is practical based and helps students in developing a management system that integrates all the management functions and further describes how each functional manager can take help from the systems designed for other management functions. In addition, the cross functional systems integration assists in developing strategic management decisions requiring an integrated information bank.

### **K602 Data Management**

The course focuses on managing the information resources of an organization with a special emphasis on applications to marketing. It teaches students how to analyze the database environment of business enterprises, develop data modeling techniques, design databases to rigorous standards of independence and integrity, explore relational data models and build databases and application programs using contemporary database management software.

### **K603 Decision Support Systems**

The course teaches fundamental concepts of information as well as decision support systems. The course studies information systems terminologies, decision-making process, data management, access and visualizations, constructing a Decision Support Systems. The course briefly discusses Executive Information Systems and networks role in a Decision Support System.

### **K604 E-Business**

The course provides a comprehensive presentation of the concepts, technologies and tools necessary for designing and implementing information systems that support electronic commerce (e-commerce) initiatives. The primary objective is to familiarize students with the current literature related to e-commerce including networking basics, infrastructure architectures, security, front-end/back-end integration, development tools, emerging business models, marketing tactics, online investing and designing interactive web sites to enhance usability.

### **K605 Global Information Technology Management**

The strategic role of global information systems and the management issues associated with planning, designing and leading global information systems organizations. Managerial responsibilities and strategies are presented through readings, cases, structured discussions and research projects.

### **K606 Information and Knowledge Management**

The objective of this course is to explore information resources management issues from a managerial perspective. In this course students learn how information resources can influence and define corporate strategy, how to discover opportunities to gain competitive advantages with information resources and how managers control the

development and use of such information resources. Students also learn how to model and analyze corporate information needs, how database management systems serve to support those needs and how managers address significant issues concerning that support.

**K607 Information Technology Strategy and Services**

The course prepares students to develop an understanding and appreciation for the impact of IT on the economy and business performance, emerging public technology infrastructure and its role in the modern organization, electronic business applications and organizational/market transformation and technology driven business models and strategies.

**K608 Management of Information Systems**

The objectives of the course are to provide students with basic knowledge of the technology used in computer-based information systems and to enable them to acquire the skills for analyzing how to manage this technology in business. There is a strong emphasis on how to become both an intelligent user of information systems and also an effective participant in the design process of these systems.

**K609 System Analysis and Design**

The course is designed to provide students with a basic understanding of how to develop and implement computer-based management information systems. Students are introduced to a variety of system development concepts and techniques. These can include traditional approaches such as top-down or structured analysis, problem definition, feasibility analysis, enterprise analysis and data flow diagrams as well as interactive and iterative development approaches such as prototyping and object-oriented concepts and techniques. The course also explores topics related to successful implementation of systems such as testing strategies, project management, user-oriented design and software maintenance.

**K621 Seminars in Information Systems**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current issues both domestic and international.

## Management

### **F613 Corporate Governance**

The course examines corporate governance framework and structure, roles and functions of the various stakeholders and guidelines as has been developed in the recent period with emphasis on the responsibilities of the owners and managers and the role of the various regulatory and internal audit committee of an organization. Emphasis on financial reporting and disclosure system necessary for good corporate governance is also given with reference to Bangladeshi scenario.

### **K606 Information and Knowledge Management**

The objective of the course is to explore information resources management issues from a managerial perspective. In this course students learn how information resources can influence and define corporate strategy, how to discover opportunities to gain competitive advantages with information resources, and how managers control the development and use of such information resources (covering topics such as end-user computing expert systems and privacy). Students also learn how to model and analyze corporate information needs, how database management systems serve to support those needs, and how managers address significant issues concerning that support.

### **N601 Cross Cultural Management**

The course examines the practice of management in multicultural management and examines the pros and cons of the various practices with reference to Bangladesh. The emerging management practices with reference to globalization against the competitiveness of the emerging markets are also examined from strategic perspective.

### **N602 Business Research Methods**

This module presents an applied and directed overview of the research process, directly linked to the real life scenario. Every stage of the research process examines with an emphasis on presenting strategies to assist you meet the practical, epistemological and methodological challenges inherent in conducting research. The module covers Orientation to Current Applied Organizational Research Processes; Basic, Applied and Business Research; Standards of Assessment in Business Research Projects; Recent Trends of Applied Organizational Research; Research related Technologies; Applied Research Statistics.

### **P608 Quality Management**

Meaning and measurement of quality; Concept of Total Quality Management (TQM); Management Approaches, Concepts and Techniques for the Monitoring and Improvement of Product and Process Quality; Developing Standards for Quality of Product, Process and Service; Developing a Corporate Orientation for TQM.

### **P613 Project Management**

The course deals with project identification, preparation, appraisal, management of implementation and post project evaluation. This course acquaints the students with latest available project management software. Basic techniques like network analysis,

organizing and control aspects of project implementation in relation to resources, time scale and information processing are emphasized. Feasibility study of a business project is a major part of the course.

**W605 Management of Technology**

The course is designed to give students a broad overview of the main topics encompassed by management of technology. It includes the full chain of innovative activities beginning with research and development and extending through production and marketing. Key factors determining successful management of technology are examined. The integrating course focus is on the emergence of the knowledge economy and technology as a key knowledge asset and involves both general readings and cases.

**W606 Managing Changes**

Managerial issues addressed are associated with managing changes and innovations occurring in the nature of work and organizations and the role of the corporation in society. Topics include Changing Social Contract at Work; Integrating Work and Family; Managing Diversity; Managing Strategic Labor-Management Partnerships and Managing Relations between the Firm and Stakeholders.

**W609 Small Business Management**

The course enables students to develop a small business plan. It introduces the challenges of entrepreneurship including the startup and operation of a small business. Topics include Market Research Techniques; Feasibility Studies; Site Analysis; Financing Alternatives; Managerial Decision Making.

**W620 Business Ethics and Leadership**

This course explores the influences of communication on ethical leadership in organizational life. We will discuss the applications of pertinent research and theories of communication, leadership, and ethics in complex and challenging organizing contexts. The course will cut across multiple levels of communication, different communication channels, and the use of diverse communication media and technologies.

**N621 Seminars in Management**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current management issues both domestic and international.

## **Marketing**

### **M601 Advertising Management**

The course provides a balanced analysis of advertising strategy and execution. It focuses on selecting an attractive target for advertising and developing an effective brand position and stresses the importance of customer insight as a basis of creating coherence between target and position. The course also examines ways to evaluate the likely impact of advertisement copy and reviews approaches to measuring the effectiveness of advertising as a vehicle for enhancing the impact of ad campaigns. Study of Advertising as a part of IMC is included.

### **M602 Brand Management**

The course covers the creation and management of brand equity. Topics include Definition and Importance of Brand Equity; Planning a Brand's Target Equity; Building Brand Equity; Brand-Line Management; Brand Renewal; Brand Extensions; Brand Valuation; Global Branding.

### **M603 Buyer Behavior**

The course covers the field of consumer psychology. It provides a framework for analyzing consumer behavior. Topics covered are Marketing Concept and Consumer Behavior; Utility and Need Satisfaction; Communicating with Consumer; Consumer Adoption and Diffusion Process, Repurchase, Purchase and Post purchase behavior; Product involvement and Purchase Decision; Understanding Consumer; Demographic, Social and Psychographic Factors; Influences of External Factors; Model of Human behavior, Classification of Situation Influencing Consumer Behavior; Consumer Decision Process; Consumer Movement and Consumerism; Institutional Buying Behavior; Consumer and Price; Consumer and Institutional Decision; Household, sales person and advertising.

### **M604 E-Marketing**

The course provides an introduction to internet marketing and customer-centric marketing programs. The course focuses on the various unique factors and issues that electronic tools bring to marketing, namely the ability to directly market to individuals and to interact in ways that consumers find valuable. It is designed as an introduction to the rapidly evolving world of internet marketing. The opportunities, problems, tactics and strategies associated with incorporating electronic methods into the marketing function are examined. The course includes discussion of the importance of web-site traffic and brand building, online customer support and data collection, online pricing tactics and internet marketing models.

### **M605 Industrial Marketing**

In this course a survey and analysis of how consumer and business-to-business or organizational purchases is made. Topics include: Motivation; Consumer Information Processing; Values and Perceptions; Economic, Social and Cultural Influences;

Decision Process Models for Organizational Buying; Implications of all these Factors for Marketing Managers.

#### **M606 Integrated Marketing Communication**

The course deals with marketing products that have information and/or entertainment content. The products are of the sort offered by media companies and may be delivered via print, television, radio, film, Internet, direct mail, or live-event channels. The course focuses on a fully integrated approach to the marketing management of these products and is designed for students with an interest in the management of large media companies and/or in further exploring the media side of marketing communications.

#### **M607 International Marketing**

Topics include - International Economics and Trade; Theories of International Trade; International Marketing Environment; Modes of International Trade; Entry Strategy; International Marketing Research; International Marketing Strategy: Product, promotion, price, logistics and distribution; Organization Structure and Control; Trends and Perspectives; Balance of Payment. These topics are studied in the Bangladeshi context. The course also covers consumer behavior in major countries who are trading partners of Bangladesh and arrangements such as the EU and SAARC.

#### **M608 Marketing Channels Management**

The course emphasizes the means by which effective and efficient distribution networks can be constructed. Particular attention is given to examine the behavioral dimensions of channel relations, the roles of channel members, their use of power, the conflicts that arise among them and their communication procedures. Government and other constraints on channel activities are also investigated.

#### **M609 Market Research**

The course is designed to train the students in using the tools and techniques for developing an analytical framework of marketing, developing solutions to marketing problems, formulations of marketing strategy, introductions to research techniques in marketing, review of sources of marketing information, collection, tabulation, analysis and interpretation of marketing information. Practical problems that may be faced in gathering information in Bangladesh are discussed. Methods of acquiring contacts and information are explained.

#### **M610 Relationship Marketing**

The objectives of the course are twofold: to demonstrate how managing customer satisfaction and loyalty integrates the firm's diverse functions and to develop essential technical skills. Key learning includes an understanding of why satisfaction and loyalty matter, the design of customer satisfaction management systems in large enterprises, best measurement practices, alternative ways to communicate results so that findings are understood and accepted by the organization and organizational considerations in applying results to drive improvements in products, operations and brand image.

#### **M611 Sales-force Management**

The course teaches students the basic functions of sales force management as well as theories and concepts about appropriately managing that function, become familiar with some recent research in sales management that underlies the theories and concepts and the ability to apply the research, theories and concepts to practical situations. It is concerned with how to manage a sales force. The emphasis is on business-to-business sales force management. Topics include Salesperson Effectiveness; Deployment, Organizational Design; Compensation; Evaluation.

#### **M612 Services Marketing**

The course looks at the application of marketing management techniques, marketing strategies, processes for service evaluation and service quality improvement to the marketing of services in both profit and nonprofit organizations. Topics include Characteristics of Services Marketing; Management of Services; Evaluation of Service Quality; Techniques for Service Improvement; Services Marketing in Global Environments, Use of Marketing Techniques for Service Breakthroughs. Entrepreneurial and career opportunities in not-for-profit and profit oriented service organizations will also be explored.

#### **M613 Societal Marketing and Corporate Responsibilities**

The course integrates corporate social responsibility with management, leadership, corporate governance and business ethics. The focus of the course is to demonstrate how corporate social responsibility principles can be successfully integrated into business practice.

#### **M614 Public Relations & Publicity**

Aim of the course is the development of individual notions and of the content of Public Relations. The objectives of the course are to make students comprehend the basic notions those are connected with the function of Public Relations in the frames of an enterprise as well as the resemblances differences with other operations as those of Marketing and Advertisement, to help students perceive the importance and the role of an executive of Public Relations and the individual duties and competences connected with his position according to the, to introduce the notions of social responsibility and operational ethics and the ways they influence the corporate image of an enterprise, to attain the acquisition of basic knowledge concerning the planning and the realization of a Public Relations program and to inform about the role of Media and about other tools of publicity that Public relations use in order to communicate with the various publics.

#### **M621 Seminars in Marketing**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current issues both domestic and international.

## **Markets and Development**

### **D601 Public Policy & Private Sector Strategy**

The course establishes the link between government policy and business strategies and practices. Topics include Fiscal Policy and Business; Monetary Management and Business; Trade Policy; Industrialization Policy; FDI policy; Energy Policy; Environmental Policy and Business.

### **D602 Market Development in Emerging Economies**

The course discusses issues related to the development of goods and service markets in emerging economies. It covers issues like Public vs. Private Provision of Goods and Services; Challenges in Market Development; Awareness Building among New and Emerging Entrepreneurs; Stakeholder Partnership for Market Development Initiatives; Market Development Strategies.

### **D603 Global Outsourcing Strategy**

The course is designed to study the opportunities as well as challenges arising from ever increasing global outsourcing of business activities. Bringing the development dimension into it, the course also addresses why and how may government assist businesses in strategizing and capturing a share of the global outsourcing business. The course focuses on a wide range of industries: from labor intensive to capital intensive to knowledge and technology intensive industries.

### **D604 Business Competitiveness and Development**

The course discusses how business competitiveness contributes to national development, how may business sector competitiveness be achieved, how should government, its development partners and businesses work in partnership in setting and realizing national development agenda which is conducive to business competitiveness.

### **D605 International Trade, Investment and Development**

The course discusses how globalization and global trading environment shape and reshape the volume and direction of flow of goods, capital and technology that in turn causes industry migration, specialization and division of labor and therefore affect local businesses and national development. It also discusses the role of international trade and development organizations.

### **D606 Entrepreneurship & SME Development**

The course is designed to investigate the opportunities and challenges in entrepreneurship and SME development in emerging economies in general and Bangladesh in particular. It also discusses different approaches to entrepreneurship and SME development used by different countries at different points in time and investigates the extent to which they are replicable in Bangladesh.

#### **D607 Macroeconomic Policy & Business**

The course presents the objectives of government's fiscal and monetary policy, the mechanism through which these policies work, and the impact that these policies have on business strategies and activities. The course also sheds light on the global linkages of the economy and comparative macroeconomic management.

#### **D608 Development Research and Policy Analysis**

The course discusses appropriate application of the research tools and techniques in the study of development and social issues. It presents the framework for policy analysis and means of writing effective policy memos. The course also requires students to rigorously work on at least one research and/or policy analysis issue of interest to the policy stakeholders.

#### **D609 Social Entrepreneurship**

The course examines the challenges of starting, counseling and funding an early stage social venture through the eyes of the entrepreneur, investor, attorney and community leader. It investigates the intricacies of managing and sustaining growth, the changing role of corporate governance, and leveraging private sector partnerships and resources. It also explores innovative public/private sector partnerships and the challenges and opportunities of engaging diverse partners with differing agendas.

#### **D610 Development Finance**

The course discusses the mechanisms of financing development projects in developing and transitional economies. It addresses the Role of International Development and Financial Institutions, Public-Private-Community Partnership, Tax Policy, Government Expenditure, Government Borrowing and Public Debt.

#### **D611 Management of Development Projects**

The course is designed to study the dynamics of managing development projects. Topics include Stakeholder Analysis; Project Approval Process; Feasibility Study; Financing of Development Projects; Project Implementation; Project Cycle Management; Fund Management; Post-Implementation Review and Feedback.

#### **P611 Technology and Markets**

The students are taught to look at the technology both in terms of the service provider as well as the share holders. The course includes designing of technology, application of technology and the ultimate use of technology to help assist smooth functioning of the complex stock markets.

#### **D621 Seminar in Markets and Development**

The seminar course is designed to bring and debate contemporary issues involving markets and development. Indicative topics are: Poverty Reduction Strategy and Business; Financial Sector Reform and Business; Structural Adjustment and Business; Privatization and Business; Trade Liberalization and Business; WTO and Business.

## **Technology and Operations**

### **P601 Global Operations Management**

The course is a managerial approach to the concepts, issues and techniques used to convert an organization's resources into products and services. The course covers Strategic Decisions for Planning Products, Processes and Technologies; Operating Decisions for Planning Production to Meet Demand; Controlling Operations; Operational problems.

### **P602 Information Technology and Business Process Management**

The course is designed as a selective, interdisciplinary study that integrates topics of operations, strategy, marketing and Information technology (IT). It aims to develop frameworks and tools that can aid decision making. It enables students to identify and evaluate the changes in information and physical flows, cost structures and market forces that IT causes throughout a value chain and optimize key internal, customer and supplier-facing business processes in response to these changes.

### **P603 Management of Technology**

The course is designed to give students a broad overview of the main topics encompassed by management of technology. It includes the full chain of innovative activities beginning with research and development and extending through production and marketing. Key factors determining successful management of technology are examined. The integrating course focus is on the emergence of the knowledge economy and technology as a key knowledge asset and involves both general readings and cases.

### **P604 Manufacturing Management**

The course studies the management concepts and principles that guides manufacturing into the future. Topics include Waste Elimination; Teaming; Continuous Improvement; Lean Manufacturing; Advanced Production Planning and Control Systems; Supply-Chain Management and Activity-Based Costing.

### **P605 Operations Research**

Topics include Introduction to Operation Research; Review of Probability concepts; Conditional and expected value; Value of Information; Utility as basis for Decision Making; Decision Theory; Game Theory; Linear Programming: Simplex method, Dual problem and transportation problem; Waiting line and simulation; Practical application.

### **P606 Product and Service Development**

Topics include NPD Processes; Methods of Market Research and Analysis; Screening and Ranking Processes; Converting Concepts into Prototypes; Developing Strategies and Commercialization.

#### **P607 Production System and Design**

Topics include Introduction to Computers; Spectrum Analysis; Information Theory; Simulation Techniques; Communication Networks; Knowledge Engineering; Media Information Processing; Digital Signal Processing; Algorithms and Programming; Introduction to System LSI; Bionics; Analog; Engineering Design; Introduction to Semiconductor Engineering; Optimization Theory; Computer Architecture; Control Engineering; Software Engineering Basic Course; Operations Research; Digital Circuits; Systems Engineering; Measurement Engineering; Numerical Analysis.

#### **P608 Quality Management**

Topics include - Meaning and Measurement of Quality; Concept of TQM; Management Approaches, Concepts and Techniques for Monitoring and Improvement of Product and Process Quality; Developing Standards for Quality of Product, Process and Service; Developing a Corporate Orientation for TQM.

#### **P609 Service Operations**

Topics include - Concepts and Techniques for Designing, Planning and Controlling Service Operations; Service Site Location; Service Facilities Design; Managing Capacity and Demand in Service Operations; Work Force Scheduling; Queuing Phenomenon; Impact of New Technology On Service Operations.

#### **P610 Supply Chain Management**

The course starts with introduction to supply chain management from both analytical and practical perspectives. Stressing a unified approach, the course allows the students to develop a framework for making intelligent decisions within the supply chain. Key logistics functions are covered to include Demand Planning; Procurement; Inventory Theory and Control; Transportation Planning and Execution; Reverse Logistics and Flexible Contracting. Concepts explored include Postponement; Portfolio Management; Dual Sourcing and others. Emphasis is placed on being able to recognize and manage risk, analyze various tradeoffs and model logistics systems.

#### **P611 Technology and Markets**

The students are taught to look at the technology both in terms of the service provider as well as the share holders. The course includes designing of technology, application of technology and the ultimate use of technology to help assist smooth functioning of the complex stock markets.

#### **P612 Technology and Operations Strategy**

The course is aimed at developing students' understanding of the issues and challenges in managing technology to design and improve operations in order to gain a competitive advantage. The students are exposed to various frameworks used in making critical decisions related to the choice, transfer and acquisition of technology. Moreover, the course shows how to combine new information technologies with existing operations to achieve ongoing performance improvement and competitive advantage. The later part of the course focuses on the issues related to developing and implementing effective strategies for technology and operations improvement and

examines the impact of technology and operations on the business strategy of a company.

**P613 Project Management**

The course deals with project identification, preparation, appraisal, management of implementation and post project evaluation. This course acquaints the students with latest available project management software. Basic techniques like network analysis, organizing and control aspects of project implementation in relation to resources, time scale and information processing are emphasized. Feasibility study of a business project is a major part of the course.

**P621 Seminars in Operations**

The content of the seminar is decided by the faculty. It reflects the interest of the students and focuses on current issues both domestic and international.

**CAPSTONE COURSE**

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**W650 Strategic Management**

The course focuses on managerial issues that affect the organization as a whole - issues that have long-term implications and deal with organization-environment relationships. The course gives particular emphasis on the characteristics and determinants of goal formation, industrial analysis, the forms of competitive warfare and various types of generic business and corporate strategies as kinds of problems that affect the success of an entire organization.

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