

Master of Business Administration (MBA)
in
Accounting & Information Systems

CURRICULUM

For 18th Batch & onward

Department of Accounting & Information Systems
Faculty of Business Studies
University of Dhaka
2015-2016

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UNIVERSITY OF DHAKA
Department of Accounting
Established: 1970

HONOUR BOARD

CHAIRMEN / CHAIRPERSONS

Serial	Name (s)	Duration
01.	Prof. M. Habibullah, Ph. D.	09.10.1970 – 30.06.1973
02.	Prof. A.H.M. Habibur Rahman, Ph. D.	01.07.1973 – 31.07.1973
03.	Prof. M. Habibullah, Ph. D.	01.08.1973 – 31.07.1976
04.	Prof. A.B.M. Khalid, M. B. A.	01.08.1976 – 31.07.1979
05.	Prof. Md. Muinuddin Khan, M. Com.	01.08.1979 – 31.07.1982
06.	Prof. Santi Narayan Ghosh, M. B. A.	01.08.1982 – 31.07.1985
07.	Prof. Md. Yousuf Talukdar, Ph. D.	01.08.1985 – 31.07.1988
08.	Prof. Md. Muinuddin Khan, M. Com.	02.08.1988 – 17.04.1992
09.	Prof. Mahbub Ahmed, M. B. A.	18.04.1992 – 17.04.1995
10.	Prof. Saroj Kumar Saha, Ph. D.	18.04.1995 – 17.04.1998
11.	Prof. Abul Hashem, Ph. D.	18.04.1998 – 26.08.1998
12.	Prof. Saroj Kumar Saha, Ph. D.	27.08.1998 – 13.02.1999
13.	Prof. Abul Hashem, Ph. D.	14.02.1999 – 31.10.1999
14.	Prof. M. Harunur Rashid, Ph. D.	01.11.1999 – 31.10.2002
15.	Prof. Syed Masud Husain, Ph. D.	01.11.2002 – 23.11.2002

**Department of Accounting & Information Systems
(Renamed in 2002)**

16.	Prof. Syed Masud Husain, Ph. D.	24.11.2002 – 31.10.2005
17.	Prof. A. S. M. Abdullah, M. B. A.	01.11.2005 – 27.04.2006
18.	Prof. Jagadish Chandra Sukla Das, M. B. A.	28.04.2006 – 27.04.2009
19.	Prof. Begum Khaleda Khanam, M. B. A.	28.04.2009 – 07.04.2012
20.	Prof. Mamtaz Uddin Ahmed, FCMA, M. Com.	28.04.2012 – 27.04.2015
21.	Prof. Md. Abdul Hakim, M. B. A.	28.04.2015 – 27.04.2018

UNIVERSITY OF DHAKA

Department of Accounting & Information Systems

HONOUR BOARD

MBA PROGRAM DIRECTORS

Batches	Sessions	Names
First Batch	(1998 – 1999)	Prof. Mahbub Ahmed
Second Batch	(1999 – 2000)	Prof. A. B. M. Khalid
Third Batch	(2000 – 2001)	Prof. Dr. Saroj Kumar Saha
Fourth Batch	(2001 – 2002)	Prof. Dr. Abul Hashem
Fifth Batch	(2002 – 2003)	Prof. Md. Muinuddin Khan & Prof. Dr. M. Harunur Rashid
Sixth Batch	(2003 – 2004)	Prof. Dr. Syed Masud Husain & Prof. Santi Narayan Ghosh
Seventh Batch	(2004 – 2005)	Prof. Santi Narayan Ghosh
Eighth Batch	(2005 – 2006)	Prof. Begum Khaleda Khanam
Ninth Batch	(2006 – 2007)	Prof. Mamtaz Uddin Ahmed
Tenth Batch	(2007 – 2008)	Prof. Md. Abdul Hakim
Eleventh Batch	(2008 – 2009)	Prof. Jagadish Chandra Sukla Das
Twelfth Batch	(2009 – 2010)	Prof. Dr. Shafiq Ahmed Siddique
Thirteenth Batch	(2010 – 2011)	Prof. Dr. Riazur Rahman Chowdhury
Fourteenth Batch	(2011 – 2012)	Prof. Dr. Dhiman Kumar Chowdhury
Fifteenth Batch	(2012 – 2013)	Prof. Md. Maksudur Rahman Sarker
Sixteenth Batch	(2013 – 2014)	Prof. Dr. Mahmuda Akter
Seventeenth Batch	(2014 – 2015)	Prof. Dr. Mahfuzul Hoque
Eighteenth Batch	(2015 – 2016)	Prof. Md. Nazim Uddin Bhuiyan
Nineteenth Batch	(2016 – 2017)	Prof. Dr. Md. Monzur Morshed
Twentieth Batch	(2017 – 2018)	Prof. Dr. Md. Mohobbot Ali

* Members of the Teaching Staff

Department of Accounting & Information Systems

List of Teachers existing (As on January 15, 2018)

Chairman

Prof. Md. Abdul Hakim, B. Sc. (Hon's); M. Sc. (Dhaka); MBA (Brunnel, UK).

Professors

Prof. Mamtaz Uddin Ahmed, FCMA; B. Com. (Hon's); M. Com. (Dhaka).

Prof. Dr. Riazur Rahman Chowdhury, B. Com. (Hon's); M. Com. (Dhaka); Ph. D. (Dundee, UK).

Prof. Dr. Tahmina Khatun, B.S.S (Hon's); M.S.S. (Dhaka); M.A. (ANU, Canberra, Australia);
M. A. (Hawaii, USA); Ph. D. (Dhaka), Post Doctoral Fellow (US, Malaysia).

Prof. Dr. Dhiman Kumar Chowdhury, FCMA; B. Com. (Hon's); M. Com. (Dhaka); Ph. D.
(Lancaster, UK).

Prof. Md. Maksudur Rahman Sarker, FCMA; B. Com. (Hon's); M. Com. (Dhaka); MBA
(New Brunswick, Canada).

Prof. Dr. Mahmuda Akter, B. Com. (Hon's); M. Com. (Dhaka); M. Sc. & Ph. D. (Tsukuba,
Japan).

Prof. Dr. Mahfuzul Hoque, B. Com. (Hon's); M. Com. (Dhaka); M. Sc. & Ph. D. (Tsukuba,
Japan).

Prof. Md. Nazim Uddin Bhuiyan, FCMA; B. Com. (Hon's); M. Com. (Dhaka).

Prof. Dr. Md. Mohobbot Ali, B. Com. (Hon's); M. Com. (Dhaka); Ph. D. (Okayama, Japan),
CPA (Aus.).

Prof. Dr. Md. Monzur Morshed, B. Sc. (Hon's); M. Sc. (CSE, BUET); M. Sc. (ICT, Waseda,
Japan); Ph. D. (CS, Staffordshire, UK).

Prof. Dr. Md. Sharif Hossain, B. Sc. (Hon's); M. Sc. (Dhaka); M. A. in Econ. Ph. D. (Kyushu,
Japan).

Prof. Dr. Md. Mizanur Rahman, B. Com. (Hon's); M. Com. (Dhaka), M. P. P. (GRIPS, Japan).
Ph. D. (GRIPS, Japan).

Prof. Dr. Md. Hamid Ullah Bhuiyan, B. Com. (Hon's); M. Com. (Dhaka), Ph. D. (Latrobe,
Australia).

Associate Professors

Ms. Sadia Afroze, B. Com. (Hon's); M. Com. (Dhaka).

Mr. Al-Amin, BBA; MBA (Dhaka).

Ms. Tanzina Hoque, FCMA; BBA; MBA (Dhaka); M. S. (Melbourne, Australia).

Dr. Yousuf Kamal, BBA; MBA (Dhaka); M. S., Ph. D. (Melbourne, Australia).

Ms. Rumana Ahmed, BBA; MBA (Dhaka).

Dr. Mohammed Tareq, BBA; MBA (Dhaka); MBA (Tsukuba, Japan); Ph. D. (RMIT,
Australia).

Dr. Zahir Uddin Ahmed, B. Com. (Hon's); M. Com. (Dhaka), M. A.; Ph. D. (Man., UK), CPA(NZ).

Dr. Dewan Mahboob Hossain, B. Com. (Hon's); M. Com. (Dhaka); M. Com. (W. Sydney,
Australia); M. HS. (Sociology & Anthropology); Ph. D. (IIUM, Malaysia).

Ms. Bilkis Akhter, ACMA, BBA; MBA (Dhaka).

Ms. Moshahida Sultana, B. S. S. (M. E. T., Turkey); MA (NEU, USA), M. S. S. (MIT, USA).

Dr. Mohammed Mehadi Masud Mazumder, ACMA; BBA & MBA (Dhaka); Ph. D. (Tohoku,
Japan).

Dr. Md. Musfiqur Rahman, ACMA; BBA; MBA (Dhaka); Ph. D. (Kobe, Japan).

Dr. Ranjan Kumar Mitra, ACMA; BBA; MBA (Dhaka); Ph. D. (Kobe, Japan).

Assistant Professors

Ms. Kawsar Jahan, B. Sc. (Hon's); M. Sc. (Dhaka).

Mr. Md. Mazharul Anwar, B. Sc. (Hon's); M. Sc. (Dhaka).

Dr. Md. Jamil Sharif, ACMA, BBA; MBA (Dhaka), Ph. D. (Tohoku, Japan).

Ms. Fatema-Tuz-Zohra, BBA; MBA (Dhaka); M. Sc. (Manchester, UK).

Ms. Ishter Mahal, BBA; MBA (Dhaka), RMS (Extra Maduro, Spain).

Ms. Tahmina Ahmed, BBA; MBA (Dhaka); M. Acc. (Ohio, USA).

Mr. Shah Alam, BBA; MBA (Dhaka), CMA (ICMAB).

Mr. Md. Ahasan Uddin, BBA; MBA (Dhaka).

Dr. Anup Kumar Saha, ACMA, BBA; MBA (Dhaka), Ph. D. (Durham, UK).

Lecturers

Ms. Jannatul Naima, BBA; MBA (Dhaka).
Mr. Md. Mahadi Hasan, BBA; MBA (Dhaka).
Mr. Mohammad Saif Uddin Bhuiyah, BBA; MBA (Dhaka).
Mr. Md. Rezaul Karim, BBA; MBA (Dhaka).
Ms. Hasina Begum, BBA; MBA (Dhaka).
Mr. Ahmed Rizvan Hasan, BBA; MBA (Dhaka).

Honorary Professors

Prof. Santi Narayan Ghosh, B. Com. (Hon's); M. Com. (DU); MBA. (Sask. Canada); CIM (Ill, USA).
Prof. Jagadish Chandra Sukla Das, B. Sc. (Hon's); M. Sc. (Dhaka), MBA (IBA, Dhaka).
Prof. Dr. Abul Hashem, B. Com. (Hon's); M. Com. (CU); Ph. D. (M. I. N. E., Moscow, Russia).

Teachers (On Leave)

Mr. Amirus Salat, BBA; MBA (Dhaka).
Dr. Pallab Kumar Biswas, BBA; MBA (Dhaka); Ph. D. (WA, Australia).
Mr. Md. Saiful Alam, ACMA, BBA, MBA (Dhaka); M. Sc. (Manchester, UK).
Mr. Mohammad Moniruzzaman, ACA (ICAB), BBA; MBA (Dhaka).
Ms. Sabina Yesmine, BBA; MBA (Dhaka).
Mr. Md. Shariful Islam, ACMA, BBA; MBA (Dhaka).
Ms. Nusrat Farah, BBA; MBA (Dhaka).
Mr. Minhaj Ferdous, B. Eng. (CSE, MUET, Sindh, Pakistan), MBA (Wales, UK).
Ms. Mosammet Asma Jahan, BBA; MBA (Dhaka), MAAT.

Professors on Special Leave:

Prof. Dr. Swapan Kumar Bala, FCMA; B. Com. (Hon's); M. Com. (Dhaka).
Ph. D. (Dhaka), FMAAT (Bangladesh).

Professors Retired:

Prof. Md. Muinuddin Khan, B. Com. (Hon's); M. Com. (Dhaka), FMAAT (Bangladesh).
Prof. Mahbub Ahmed, B. Com. (Hon's); M. Com. (Dhaka); MBA (Indiana, USA).
Prof. Begum Khaleda Khanam, B. Com. (Hon's); M. Com. (Dhaka); MBA (Brunnel, UK).
Prof. Dr. Shafique Ahmed Siddique, B. Com. (Hon's); M. Com. (Dhaka); M. Sc. (Sothampton),
Ph. D. (Brunnel, UK).

Professors previously (/ while in Service) with the Department:

Prof. Dr. Harunur Rashid, B. Com. (Hon's); M. Com. (Dhaka); Ph. D. (Cal., India).
Prof. Dr. Syed Masud Husain, B. Com. (Hon's); M. Com. (Dhaka); LLB (Dhaka), FMAAT,
Ph. D. (Banaras HU, India), Post Doc. (Cornell, USA).
Prof. Dr. Mustafizur Rahman, M. A. in Economics (Kharkov, Russia); Ph. D. (Moscow,
Russia), Post-Doctoral Fellow (Oxford, UK), Senior Fulbright Fellow (Yale, USA).
Prof. Dr. Mojib Uddin Ahmed, B. Com. (Hon's); M. Com. (Dhaka); M. Acc. (Glasgow),
M. Sc. (Acc.) (Illinois, USA), Ph. D. (Old Dominion, Virginia, USA).
Prof. AZM Anisur Rahman, FCMA; B. Com. (Hon's); M. Com. (Dhaka); MBA (Sask., Canada).

Professors Expired:

Prof. Dr. Md. Habibullah, B. Com., M. Com. (Dhaka); MBA (Western Ontario, Canada),
Ph. D. (Dhaka).
Life Span 1927 – 2004. Served the Department for 01/01/1955 – 07/12/2004.
Prof. A. B. M. Khalid, B. Com. (Raj.); M. Com. (Dhaka); MBA (Western Ontario, Canada).
Life Span 1943 – 2005. Served the Department for 10/09/1970 – 17/07/2005.
Prof. ASM Abdullah, B. Com. (Hon's); M. Com. (Dhaka); MBA (Palm Beach, USA), FMAAT.
Life Span 1947 – 2006. Served the Department for 00/00/1973 – 27/04/2006.
Prof. Dr. Saroj Kumar Saha, B. Com. (Hon's); M. Com. (Dhaka); Ph. D. (Moscow S. U., USSR
Russia), Post-Doctoral (Cornell, USA).
Life Span 1948 – 2013. Served the Department for 00/00/1972 – 22/08/2013.

DEPARTMENT OF ACCOUNTING & INFORMATION SYSTEMS

Introduction

The University of Dhaka, established in 1921, is the country's premier university of higher studies. Fully autonomous, it is a renowned, non-profit institution operating year-round and offers Undergraduate and Postgraduate academic programs for students from all corners of Bangladesh and abroad.

As of 2017, the university has approximately 1,800 teaching staffs and 42,000 students enrolled in 77 departments under 10 faculties and 9 institutes. Over the years, the university has built up reputation for commendable academic excellence and contributed uniquely to the socio-economic, political and cultural development of the country and the region.

Commerce was introduced as a separate area of discipline under the Faculty of Arts in the 1922-23 academic session. In 1970, the Faculty of Commerce was established by elevating the Department of Commerce. Initially, the Faculty of Commerce started functioning with two departments - Accounting and Management. Later on, in 1974, two other departments, namely, Finance and Marketing were set up with a view to prepare students with specialized knowledge in those areas. At present, there are 9 departments in the faculty, and it is renamed as **Faculty of Business Studies (FBS)**.

The Department of Accounting started its journey with 8 teachers and 140 students in 1970 and has swelled to over 2,000 students and 40 teaching staffs in the present time with the department upholding its unwavering commitment to first rate teaching quality and teaching staff. Keeping in view the changes in structure and curricula of the department, it was renamed as the *Department of Accounting & Information Systems* on November 24, 2002. The department offers Undergraduate, and Postgraduate programs in Accounting with a clear philosophy to develop the students with the required knowledge and understanding of theoretical concepts and practical techniques for accounting profession and business discipline.

The department offers M. Phil. and Ph. D. programs to suitable candidates under the supervision of a number of distinguished faculty members who are nationally and internationally acclaimed researchers in their specialized area. In the recent past, the department has launched MBA (Evening); Doctor of Business Administration (DBA), Master of Professional Accounting (MPA), Master of Accountancy in Taxation (MAT) programs. Further, Master of Science in Accounting (MSA) program is proposed to be operated jointly with College of Management, University of Massachusetts, Boston, USA.

The Faculty of Commerce was renamed as the *Faculty of Business Studies* as per the decision of the Academic Council of the University of Dhaka, which was approved by the National Parliament through amendment of the Dhaka University Order. The hitherto known Bachelor of Commerce with Honours and Master of Commerce degrees have also been renamed by the Academic Council as Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) in keeping pace with the trend of greater appeal and acceptability in the job market and subject coverage, and to enable graduates face successfully the competitive environment in the modern business world.

This necessitated a major change in the course contents and the adoption of 40 semester courses in place of the existing 30 courses, replacing the 3-year B. Com. (Hon's.) program with a 4-year BBA program. The BBA and MBA programs are to run for four years and one year respectively. The **International Schooling Requirement** of 16 years (10 + 2 + 4) of regular study for graduation is also met with the new 4-year BBA program.

Degree programs are conducted by a number of highly qualified and foreign trained academic personnel with suitable academic background. Distinguished scholars through their laudable efforts have made the programs the most coveted one. Faculty members individually and as teams, are actively engaged in research and have already to their credit pioneering research publications. In addition to their commitment to teaching and research, faculty members play an important role in the affairs of the University and the community at large. The diversified academic background of teaching faculties, their research activities, and the dynamic curriculum of the Accounting & Information Systems Department have made it one of the leading departments in the University of Dhaka.

BBA PROGRAM IN ACCOUNTING & INFORMATION SYSTEMS

The BBA in Accounting & Information Systems is a prestigious degree that has been conferred by University of Dhaka since the 2000-2001 academic session. It is an internationally recognized qualification for grooming professionals, business executives, civil servants, entrepreneurs and academics in the relevant area seeking to expand their intellectual horizon and improve their management skills and competences. The program is rigorous, with an emphasis on practicalities and skills for contemporary fields of knowledge in all major facets of the economy.

The University of Dhaka centrally administers admission into the program once in a year under the **Ga –Unit (/C - Unit)** through a one-hour MCQ type test. A small portion, about 100 students, of Arts / Humanities and Science students are allowed to study Accounting, and also other disciplines of Business Studies, selected through **Gha –Unit (/D - Unit)** of Admission test of the University. The Faculty of Business Studies for all nine departments under it processes applications for admission. Details regarding application and admission procedures, deadline, and eligibility are available from the Dean Office. University website can also be visited for regular updates in this regard (www.du.ac.bd / www.fbs-du.com). Past statistics show that only one out of about thirty applicants becomes successful in getting admission into the Faculty.

BBA in Accounting & Information Systems is a four-year composite program of 126 credit hours following a semester system of learning, examination and evaluation. The curriculum consists of 40 course units of 100 marks each; and four oral examinations (**Viva - Voce**) of 25 marks each to be held at the end of each academic year, equivalent to 1 (one) course of 3 credit hours, i.e., 100 marks, and an Internship Program of 100 marks (equivalent to one course of 3 credit hours) at the end of fourth year. Thus the whole program has a total mark of 4,200 (42 x 100) equivalent to 42 courses of 3 credit hours each. The courses are distributed over eight semesters in four academic years. Semester course load for all students is uniform, i.e., 15 credit hours per semester. The duration of each semester is 19 weeks of which 15 weeks are for class teaching, and the remaining 4 weeks are for holding

the semester final examinations and for a break between the semesters. For each course unit, there are two lectures in every week of one and a half hours duration and each course unit (including oral examinations and the internship) is weighted equivalent to 3 (three) credit hours.

GRADUATE & POST- GRADUATE PROGRAMS OF THE DEPARTMENT

MBA Program

The Master of Business Administration (MBA) in Accounting & Information Systems in the Faculty of Business Studies (FBS) is a full-time 48 credit hour professional program with special emphasis in Accounting. The program is designed to meet the needs of the students who want to develop their career in the fields of different business areas as well as teaching and research positions in different institutions. Rules and regulations are designed within the general framework of the Dhaka University's Regulations. Only 4-year BBA graduates in Accounting & Information Systems of the University of Dhaka are eligible to get admission into the MBA in Accounting & Information Systems program.

M. Phil. Program

Over and above its MBA program, the department is regularly offering M. Phil. to intended graduates. Business graduates working in different business houses, academics and researchers in educational and other research and governmental organizations, and autonomous bodies can get admission into this program as per the rules of the University of Dhaka. For M. Phil. degree students (graduates and post-graduates) are to go for course works on five courses; and on completion of the course work, they are required to write a thesis on a particular topic for the award of the degree. Minimum duration of the program is 2 years.

Ph. D. Program

Ph. D. degree in this department is one of the research-based degrees. There is no requirement of course work. But a researcher must give two seminars on his / her research work during the three years of the program.

Professional / Executive Programs of the Department

Department has initiated some Professional / Executive Program in collaboration with the Faculty of Business Studies and University of Dhaka to meet the demand of the community, which are as follows.

MBA (Evening) Program

The importance of business education has accelerated at a remarkable speed in the recent decades following the global structural adjustment programs coupled with many significant changes in business environment. Ever growing challenges in the business sector in modern days have made it an utmost necessity for the existing entrepreneurs and executives to update their knowledge and skills with latest developments in techniques and methods of business administration through a formal education to face and

manage these challenges. But all these working people are not in a position to avail the regular MBA program. With this realization of the need for improving the knowledge and skill of business executives, the Department of Accounting & Information Systems has created opportunities through offering a new graduate program leading to the degree of **Master of Business Administration (MBA)** in the evening session in **2002**.

The program is now parallel in all departments of the FBS. **EMBA** is a program of 48 - 66 credit hours covering 16 – 21 courses of 3 credit hours each and a 3-month internship program carrying 3 credit hours. Any graduate in any discipline may appear at the admission test, conducted centrally by the Faculty of Business Studies, for admission into the program. This program is a self financed program and administered by a Program Co-ordination Committee. Demands for this program are increasing continuously. Past statistics show that only one out of 8 applicants was successful in getting admission into the program.

DBA Program

Doctor of Business Administration (DBA) is a newly introduced (2014) program of the departments of the Faculty and FBS itself. The program aims to assist students aiming at pursuing research degrees in Business Administration. The program is of four years duration covering 10 courses and one thesis.

MPA Program

Master of Professional Accounting (MPA) is a newly introduced (2015) program of the department. The program aims at assisting students pursuing professional qualifications, like CA, CMA, CIMA or ACCA; or developing understanding in core areas of Accounting. The program is of 2 years duration in four semesters of **19 weeks each** covering 16 courses of 3 credits each with one case study.

MAT Program

Master of Accountancy in Taxation (MAT) is another newly introduced (2017) paid program of the department. The program aims to assist students pursuing professional qualifications in taxation with rigorous accountancy knowledge. The program is of two years duration, in four semesters of six-month covering 16 courses plus internship, amounting to a total of 51 credits. These graduates might get preference in Tax Administration of the Government, Tax practice or advocacy (Income Tax Practitioner - ITP), and Tax consultancy.

MSA Program

'**Master of Science in Accounting (MSA)**' is going to be introduced as a joint degree. The Department of Accounting & Information Systems, under the patronage of Faculty of Business Studies (FBS), University of Dhaka and College of Management at the University of Massachusetts (UMCOM), Boston, USA, have agreed to launch a 45-credit degree

program (15 at DU & 30 at UMCOM). UMCOM will confer the degree. The successful students will receive one year off-campus work permit and will also be eligible to sit for '**Certified Public Accountants**' (CPA) examination, a professional accounting program in the USA. The MSA program will prepare students for building careers in the rapidly growing and changing field of accounting.

Internship

Internship for three months in private business organizations, government offices, public sector corporations, banks, and other non-bank financial institutions is an integral part of the MBA program. The objective of the program is to expose the students in the organizational work situation. Each student is required to undergo a practical training and prepare a report according to a format specified by the supervising teacher. This Internship report may be graded by an executive of the organization of internship, who supervises the internee's work there and / or supervising teacher of the department, & Viva-Voce Committee.

Supervision and Monitoring

The department keeps relevant information of each student separately on a printed card for the purpose of monitoring. On admission a student is required to furnish academic and other information. The department keeps record of the students' academic performances and other relevant matters while they are in the university. The Chairman & the Batch Coordinator of the BBA program monitor academic performances of the students. The Director & the MBA Program Committee are responsible for monitoring academic performances of the students of the MBA Program. The MBA (Evening) Program Director & Committee supervise the MBA (E) Program. DBA program is under the Dean's supervision. Newly introduced MPA & MAT Programs are supervised by respective committees headed by the respective director.

FACILITIES WITHIN THE DEPARTMENT

Placement Office

Acquiring knowledge in the classes, and exposure of the students to the business practices of the organizations in both private and public sectors are necessary conditions for any effective business education. The department attaches utmost importance to both. As such, a Placement Office has been established with the responsibilities to (a) organize visits of the under-graduate and graduate students to different organizations, industries, banks and insurance companies; (b) secure place for the students to work as interns in different organizations; (c) organize job fair for the graduates; (d) publish brochures and documents for dissemination of information among the potential employers; and (e) invite distinguished scholars, professionals, business executives to deliver speeches on specific topics for enriching knowledge of the students under the monthly or occasionally organized **Guest Lecture Series**.

Computer Lab. Facilities

The department is equipped with a modern Computer Lab. that has accommodated 50 desktop computers. It has been established with a view to catering to the needs of computing skill of students in the information technology age. The department has been successfully accomplishing its obligation to equip the students with the primary knowledge and skill of computer through its various programs. The department offers regular courses on business application packages to students. All class rooms are equipped with multi-media. This has been arranged in order to facilitate the students to learn and practice computer literacy, and in presenting case studies and term papers.

Counseling and Guidance

The University of Dhaka has a separate cell for students' counseling and guidance in order to keep close contact between students and faculty members. As a part of the program, four faculty members of the department are in-charge of Students' Counseling and Guidance in general. These four, including one female, faculty members provide counseling services to students on academic and other relevant problems.

Monthly Guest Lectures

As an integral part of our BBA and MBA programs, the department organizes guest lectures / seminars inviting specialized talents and reputed executives from the public or the private sectors to highlight on topics of current interest.

CO-CURRICULAR ACTIVITIES OF THE DEPARTMENT

Historically, Department of Accounting & Information Systems has been one of the leading departments in the university to take part in all the co-curricular events organized by the university authority. Departmental football team won championship as well as runners-up trophies in the inter-departmental football tournament several times in the past. The departmental cricket team usually participates in the interdepartmental cricket tournament every year. Its highest achievement was the position of runners up in the past. The most successful team is, however, the basketball team, which has been fighting for either championship position or runners-up position almost every year in the university at different times in the past. Students usually take part in annual sports & other events organized by halls and the physical education center of the university. They have won numerous prizes in swimming, athletics, table tennis, volleyball, badminton, etc. Ex-students of this department won commonwealth shooting gold medal too. The department so far produced a number of national and international levels' sportsmen.

At the cultural arena, students of this department took pioneering role in setting up debating culture in the country and creating debating societies throughout Bangladesh. Students participated at national and international level competitions and won prizes at different times. The founder of the national level debating society '**Debate for Democracy**' was a former student of the department. The department arranges "**Accounting Week**" in almost every alternate year where students can show their talents in the area of musical and literary events. Students also organize cultural shows of their own at the TSC or **Faculty**

Conference Halls on a regular basis mostly after completion of their degree programs. Department arranges study tours inside the country as well as in SAARC countries at regular intervals. Students actively take part in various social and religious events. At times of crisis at national level like flood, tornado, cyclone, etc., they quickly form teams to rush to the disaster areas all over the country to help victims. Students of the department donate bloods at regular interval and come forward to help people around them in every possible way.

LOGISTICS & SUPPORT SERVICES

As the oldest public university in Bangladesh, **The University of Dhaka** possesses a huge amount of resources at its disposal. Its green premises and numerous structures built up at recent times as well as centuries ago have got a tremendous attraction to all who live inside or come as visitors. Students, teachers and all support staffs enjoy living inside the Dhaka University Campus. The campus including academic buildings for all the faculties and institutes, library buildings, e-library facilities, administrative buildings, residential halls for students, residential areas for teachers and support staffs, Teacher-Student Center (TSC) for co-curricular activities, gymnasium and swimming pool, medical center with a hospital, mosques and prayer places, several playgrounds, schools and colleges for the children, **Day Care Centre** for babies of the working staffs, food corners & food court, grocery and stationery shops, etc. constituted a lively environment in the city. **Robi e-Library** might be one of the best in the region. The university operates its own bus services throughout the city and suburb for students and employees. The entire academic and support services including tuition fees are highly subsidized. In most cases, many of the support services are free for students.

Apart from the common facilities of the university, a student of the Faculty of Business Studies, now consisting of nine departments, enjoys some additional benefits. The faculty has got its own rich library, now elevated to e-library, claimed as the best one in South Asia. Every year new books are added to the library stock. All the departments have got air-conditioned office complexes. All the classrooms are fitted with split-type air-conditioners. All the examination halls at 5th & 10th floors have been fitted with split-type air-conditioners.

There are modern computer labs with broadband internet connections for all the departments. All the teachers of the FBS have been provided with latest computers in their rooms along with broadband internet connections. Broadband internet connections have been extended to the classrooms too. All the classrooms have got sound systems with whiteboard and multimedia screens. Teachers of the department of Accounting & Information Systems have available multimedia projectors to use in delivering lectures. The faculty has separate conference halls for students and teachers, as well as lounges for teachers and female students. At present the faculty has two ten storied buildings for MBA, MBA (E) and for other professional programs' classes. The faculty is also adorned with three conference halls, for regular seminar and symposium, namely,

- (i) **Dr. Mohammad Habibullah Conference Hall**, at ground-floor, of Academic Building,
- (ii) **Dr. Abdullah Farouk Multipurpose Hall**, at 9th floor, of the MBA Building, &
- (iii) **Dr. W. A. Jenkins Virtual Class Room & Financial Lab.**, at 9th floor, of MBA Building.

MBA Program Office of the Department:

The departmental **MBA Program Office** deals with the affairs of the program and settles all the relevant issues of the students for MBA program.

ALUMNI, EXTERNAL FOCUS & RELATIONS

The department has a strong alumni association named as *The Accounting Alumni*. This is an association for all ex-students of the department. Its office is situated at the Department of Accounting & Information Systems, University of Dhaka. Under its constitution, all the batches have their own sub-alumni associations. Accounting Alumni arranges reunions on a bi-annual basis and also arranges a grand picnic on a bi-annual basis. Apart from these events, every executive committee meeting is preceded by a seminar on a contemporary issue, where BBA and MBA students are invited to attend. Alumni association offers scholarships to the existing students and provides other supports. Especially, in case of internship placement, the department mostly depends on them. Alumni provide financial supports to student programs like study tours, cultural and debating events, etc.

Department through an invitation made to eminent business personalities arranges regular seminars on topics of interest. An exchange of ideas with the employer groups in the business and government sectors is also made at the initiative of the department. Faculty members of the department actively participate in the employment process of various business enterprises, semi-government and autonomous bodies in the country. Senior faculty members also take active part in the activities of the Public Service Commission of the Government of Bangladesh. The department in an unbiased manner controls and looks into the interests of all existing and ex-students as long as it concerns with their professional career. The department maintains a close relation with the professional bodies in accounting at home and abroad for developing future plans and policies. Through endeavor of quality research reflected in the professional publications, the teachers of the department are trying to contribute in shaping up the future of accounting education in Bangladesh. Further the department is going to publish first issue of its journal titled, '**The Bangladesh Accounting Review**' soon.

RULES & REGULATIONS FOR THE ADMINISTRATION OF MBA PROGRAM

1. MBA PROGRAM

The Master of Business Administration (MBA) in Accounting & Information Systems program under the Faculty of Business Studies (FBS) is a full-time one year program of 48 semester credit hours (4 x 3 + 10 x 3 + 2 x 3). The program is designed to meet the needs of students who want to develop their career as business executives with specialized professional accounting knowledge as well as teaching and research positions in different tertiary level educational institutions, and in Professional Accounting. Rules and regulations are designed within the general framework of Dhaka University regulations.

2. ADMISSION

Only 4-year BBA graduates in Accounting & Information Systems of the University of Dhaka are eligible to get admission into the MBA in Accounting & Information Systems program.

3. DEGREE REQUIREMENT

The MBA Program requires a student to undertake a total of 42 semester credit hours of course work and an internship program followed by a Project Paper and its defense on completion of internship of three months.

The credit hours are distributed as follows:

a) Completion of 14 courses*	14 x 3 = 42 credit hours
b) Project paper and defense on internship	06 credit hours
Total	48 credit hours

- (i) BBA students of the department is allowed exemption in four fundamental level courses.
- (ii) A student should have a '**Cumulative Grade Point Average (CGPA)**' of at least 2.50 for the award of the MBA degree including the grade points obtained in project paper and its defense.
- (iii) No student will be awarded an MBA degree with '*F*' grade in any course. In such situation, the student will have to retake the course.

4. ADMINISTRATION OF THE PROGRAM

A 4-member Coordination Committee for MBA Program will act as the Supervision Committee of the program headed by a Program Director (PD) who will also act as the Chairman of Coordination Committee. The PD will be supported by appropriate logistics from the department. The tenure of office of the PD and the members will be normally for 1 academic year or for the duration of completion of MBA of a batch.

In addition to performing the normal functions of the examination committee, this committee will have the responsibility(s) of:

- i) Looking after the development of course outlines prepared by course teachers / instructors and suggesting required changes to fulfill the objectives of offering the course;
- ii) Planning and coordinating the activities of the MBA Program;
- iii) Monitoring the progress of the program;
- iv) Reporting to the Academic Committee at least once in each semester regarding the progress of the program;
- v) Arranging for the defense of the project papers;
- vi) Arranging any other activities for smooth functioning and development of the program as determined by the departmental Academic Committee; and
- vii) Settling grievances expressed by any student and reporting to the Academic Committee.

5. DURATION OF THE PROGRAM

The program consists of 2 semesters spread over one academic year. Duration of a semester will be 19 weeks of which 15 weeks shall be devoted for class teaching, 1 week of preparatory break and 3 weeks for holding the final examination. For each course there will be 2 lectures of 90 minutes each in a week and, thus, there will be a total of 45 hours of class work (lectures) in a 15-week period. In each semester a student shall have to take 5 courses (weighing a total of 15 credit hours). Thus a regular student is expected to fulfill the course requirement in two semesters, i.e., in one academic year. At the end of the 1st semester, each student will select a topic in consultation with the Guide / Supervisor approved by the Coordination Committee toward fulfillment of the internship program.

Throughout the 2nd semester, the student will build up the theoretical framework for the research in consultation with the supervisor along with carrying out the normal course load. After completion of the final examination of the 2nd semester, each student should undertake a 3-month internship program in an organization, selected by the MBA Coordination Committee and submit the report after 12 weeks. However, a student admitted into the MBA program must earn the degree within 3 academic years.

6. EVALUATION

The performance in a course will be evaluated as under:

Two Mid-term Examinations (1 hour each) (15% + 15%)	30%
Term Paper	10%
Assignments	10%
Class attendance, Class participation, Case analysis & Presentation	10%
Course Final Examination	40%
Total:	100%

- (i) All examinations, term papers and class performances will be evaluated by the relevant course teacher.
- (ii) Course teacher will make available the scripts, term papers to the students in the class room in the following week except those of final examination.
- (iii) Before the final examination, course teacher is required to submit all the scripts, term papers with results to the Program Director.
- (iii) Duration of a course of final examination will be 3 hours. Examinations shall be conducted under the general supervision of the Coordination Committee.
- (iv) The Coordination Committee shall be responsible to publish semester results within 15 days of the last examination.

7. GRIEVANCES

In case of any grievance expressed by any student within one week of the publication of Provisional Results regarding the grade he / she received in any course, the Committee reserves the right to arrange for reexamining of the scripts of the said student and accordingly report it to the Academic Committee. The decision of the Coordination Committee shall be deemed final. Applications regarding grievances shall be addressed to Program Director within 7 days of publication of results.

8. DISMISSAL

A student must obtain a minimum CGPA of 2.50 points to get MBA degree after completion of the program. Any student failing to earn '**Semester Grade Point Average**' (SGPA) of 2.00 (for every course) in the first semester may readmit into the Program or retake that course. In any case the student may seek for fresh admission with any of the next two batches.

9. ACADEMIC PROBATION

At the end of the first semester, if a student fails to maintain a SGPA of 2.50, but possesses a SGPA of 2.00 or more may be placed on academic probation. In this case, the student must improve his/her SGPA in the second semester to earn the required CGPA of 2.50 for the degree.

10. RETAKE (R)

A student securing F grade in a course would be required to improve the grade by retaking the course in the subsequent available semester on payment of requisite fees. A student earning a grade of **A⁻** or less may also elect to improve the grade by retaking the course [when available in the following semester on payment of retake fees as determined by the University]. However, a candidate cannot retake any course after graduation. In this case, the concerned student shall have to apply to withhold his/her graduation to the Coordination Committee. In the above situation the transcripts will show credit, grade and R (Retake) against the retaken courses. Students will be allowed to retake a course only once. In order to retake a course the student must apply to the MBA Coordination Committee at least 4 weeks before the commencement of the semester. Any application for retaking a course will automatically lead to cancellation of his/her earlier grade.

11. WITHDRAWAL

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

12. CLASS ATTENDANCE

It is mandatory for all students to attend all classes held in a course to become eligible to sit for the final examination. However students will be required to take leave of absence from the class on the ground of sickness or any exceptional circumstances subject to the approval of the course teacher. Course teacher shall submit the class attendance register to the Coordination Committee during the class break week at the end of the semester. The Coordination Committee of the department will evaluate the attendance of students to determine his / her eligibility to sit for the final examination.

13. PUNISHMENT FOR ADOPTION OF UNFAIR MEANS

Students adopting unfair means in any kind of tests, assignments and examinations shall be treated according to the University Rules.

14. DEAN'S HONOUR LIST and DEAN'S MERIT LIST

(i) A list of regular meritorious students who have been awarded MBA degree with a **CGPA** of at least **3.85** points shall be included in the Dean's Honour List of the year of Graduation.

(ii) Regular Students who have earned an **SGPA of 4.0** in any semester shall be included in the **Dean's Merit List** of the semester.

15. GRADING: A Grading policy, as described below, will be followed.*

Letter Grade	Grade point	Mark Range
A ⁺ =	4.00 Points =	80% and above
A =	3.75 " =	75% to 79%
A ⁻ =	3.50 " =	70% to 74%
B ⁺ =	3.25 " =	65% to 69%
B =	3.00 " =	60% to 64%
B ⁻ =	2.75 " =	55% to 59%
C ⁺ =	2.50 " =	50% to 54%
C =	2.25 " =	45% to 49%
D =	2.00 " =	40% to 44%
F =	0.00 " =	Below 40%
R =	Retake	E = Exempted
I =	Incomplete	W = Withheld

* This Grading System is set by UGC, Bangladesh.

16. COMPUTATION OF SGPA & CGPA

$$SGPA / CGPA = \frac{\sum CiGi}{\sum Ci} = \frac{\text{Summation of (Number of Credits in a Course} \times \text{Credit Point Earned per credit per Course)}}{\text{Total Number of Credits Earned}}$$

Example:

First Semester

Course No. (1)	No. of Credit (2)	Grade Awarded (3)	Grade Point (4)	Points Secured [5 = (2 x 4)]
6101	3	B ⁻	2.75	8.25
6102	3	B	3.00	9.00
6103	3	B ⁺	3.25	9.75
7101	3	A ⁻	3.50	10.5
7102	3	A	3.75	11.25
Total	15	-	-	48.75

Second Semester

Course No. (1)	No. of Credit (2)	Grade Awarded (3)	Grade Point (4)	Points Secured [5 = (2 x 4)]
6201	3	B ⁻	2.75	8.25
6202	3	B	3.00	9.00
6203	3	B ⁺	3.25	9.75
7201	3	A ⁻	3.50	10.50
7202	3	A	3.75	11.25
Internship	6	A⁺	4.00	24.00
Total	21	-	-	72.75

$$SGPA (2^{\text{nd}} \text{ Semester}) = 72.75 \div 21 = 3.464 \text{ appr. } CGPA = (48.75 + 72.75) \div (15 + 21) = 3.37.$$

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17. Courses to be offered for the MBA Program:

The courses to be offered for the MBA program are as follows:

Course Type	Course Code	Course Title	Credit Hours
Fundamental Level Courses [Exempted for Departmental BBA Graduates]	5101	Accounting Theory and Standards	3
	5102	Cost Accounting	3
	5103	Management Accounting	3
	5104	Financial Management	3
Core Courses [Six (06) compulsory courses for all]	6101	Advanced Financial Accounting	3
	6102	Corporate Governance and Accountability	3
	6103	Advanced Research Methodology	3
	6201	Contemporary Issues in Accounting	3
	6202	Advanced Cost & Management Accounting	3
	7203	Corporate Tax Planning	3
Elective Courses [Any four (04) courses]	7101	Corporate Reporting	3
	7102	Project Management	3
	7103	Government Accounting	3
	7104	Financial Statement Analysis & Security Valuation	3
	7112	Strategic Management	3
	7201	International Financial Management	3
	7204	Accounting for Managerial Control	3
	7205	Forensic Accounting	3
	7206	Applied Econometrics	3
	7207	Money, Market & Institutions	3
	7208	Accounting System Design	3
	7209	Advanced Auditing & Assurance Services	3
Compulsory	Project Paper and Internship		6

- (i) Students are required to take the above courses in a pre-determined sequence to be offered by the department.
- (ii) Departmental BBA Graduates would get waiver from fundamental level courses provided s/he has obtained at least 'B' grade(s) in similar and comparable course(s) in BBA level.
- (iii) The MBA supervision committee will take the waiver decision on a case by case basis.

18. SPECIALIZATION

There will be seven specialization groups based on elective courses studied in addition to core courses. **Specialized Streams** are:

Stream: Financial & Professional Accounting

7101: Corporate Reporting
7205: Forensic Accounting
7208: Accounting System Design
7209: Advanced Auditing & Assurance Services

Stream: Management Accounting

7102: Project Management
7112: Strategic Management
7204: Accounting for Managerial Control
7205: Forensic Accounting

Stream: Corporate Accounting & Governance

7103: Government Accounting
7201: International Financial Management
7207: Money, Market & Institutions
7206: Applied Econometrics

Stream: Accounting Teaching & Research

7101: Corporate Reporting
7206: Applied Econometrics
7205: Forensic Accounting
7207: Money, Market & Institutions

Stream: Public Sector Accounting

7101: Corporate Reporting
7103: Government Accounting
7205: Forensic Accounting
7209: Advanced Auditing & Assurance Services

Stream: Information Systems

7101: Corporate Reporting
7204: Accounting for Managerial Control
7205: Forensic Accounting
7208: Accounting System Design

Stream: MNCs Accounting & Management

7101: Corporate Reporting
7201: International Financial Management
7204: Accounting for Managerial Control
7205: Forensic Accounting

19. COURSES FOR MBA PROGRAM - ACCOUNTING & INFORMATION SYSTEMS

DETAILED SYLLABI

20a. Exemptible Courses (for BBA of A&IS) of MBA in A. & I. S. (5101- 5104)

5101: ACCOUNTING THEORY and STANDARDS

Intended Learning Outcomes (ILOs): The students would acquire knowledge of accounting theories; conceptual framework; the reporting & disclosure in financial statements. Specifically, they would be able:

- a) to understand the concepts of Accounting Theory;
- b) to suggest use of Accounting Theory in practice.

1. Evolution of Accounting Thought: Early History of Accounting – Origin and Growth of Accounting Knowledge and the Double Entry System – Industrial Revolution and Development of Accounting – Accounting in 21st Century – Accounting & Accountability.

2. The Structure of Accounting Theory:

(i) **Accounting Theories** - Structural (syntactical), Interpretative (semantic), Behavioral (pragmatic).

(ii) **Formulation of Accounting Theory:** Traditional, Deductive & Inductive Approaches- Economic & Elective Approach-Modern Approach: Event Approach-Decision Model Approach-Behavioral, Elective Approach-Predictive Approach-Human Information Processing –Information-Economics Approach.

(iii) **Foundation of Accounting Theories:** Decision Theory-Proprietary Theory-Entity Theory-Measurement Theory-Enterprise Theory-Information Theory.

3. Efficient Capital Markets: Efficient Market Hypothesis (EHM): Weak Form, Semi-Strong Form & Strong Form of EMH, Explanations about EMH, Capital Asset Pricing Model (CAPM) Theory, Implications of CAPM, Portfolio Theory, Economics of Accounting Information.

4. Conceptual Framework for Accounting and Reporting: Basic & Subsidiary objectives - Information Needs - Qualitative Characteristics & Quantitative Aspects of Accounting Information, Fundamentals of Accounting & Reporting; Uniformity of Accounting Practices - Standards and Interpretations - A Statement of Basic Accounting Theory (ASOBAT) – Concepts and Principles underlying Financial Statements of Business Enterprises (APB-4) – Objective of Financial Statements (Trueblood Report by Robert M. Trueblood) – Statement of Accounting Theory and Theory Acceptance (SATTA), Introduction to Statement of Financial Accounting Concepts (SFAC: 1-6), Statement of Financial Accounting Standards (SFAS).

5. Measurement and Reporting: Measurement, Subjective Value, True Economic Value, Cost-Present Value-Market Value, Value to Business or Owner-Determining Value in Practice, Assets-Liabilities-Owners' Equity, Measurement of Assets & Liabilities – Income: Business Income & its Measurement, Income under Uncertainty, Accounting and Economic Concepts of Income & Value, Maintenance of Capital, Revenue & its Nature, Recognition of Revenue, Expenses-Gains or Losses-Matching.

6. Valuation of Business, Goodwill & Shares: Necessities and Process of Valuation of each.

7. Financial Statements & Disclosure: Elements of Financial Statements, Nature of Disclosure, Regulation of Financial Reporting, Paradox of Regulation-Regulatory Process, Regulated Markets & Unregulated Markets for Accounting Information, Economic Consequences, Public Reporting, Management and Segment Reporting, Disclosure Methods.

8. Accounting and Reporting for the Effects of Changing Prices: Distortion in Accounting Results - Problems created by Price Changes - RCA - CFA - GPPA - CCA - RRCA.

9. Human Resources Accounting (HRA): Meaning of HRA – Uses & Objective of HRA-Important Factors in Developing HRA – Measurement of Human Resources & Their Appraisal.

Books Recommended:

American Accounting Association (AAA), Regulatory Framework of Accounting. Sarasota, FL: AAA.

American Accounting Association (AAA), Contemporary Corporate Accounting. Sarasota, FL: AAA.

Hendriksen, E. S. & M. F. V. Breda. 1992. Accounting Theory. 5th Ed., Homewood, IL: Richard D. Irwin, Inc.

Muller, G. G. 1967. International Accounting. New Delhi: Amerind Publishing Co. Pvt. Limited.

5102: COST ACCOUNTING

ILOs: The students will be able to acquire knowledge about the overall cost recording, cost summarizing and cost reporting process, so that they become sufficiently equipped to take advanced level courses in the areas of cost accounting, cost management & management accounting. **Specific objectives of this course are:**

- a) to introduce the subject as a tool in the hand of management for decision making;
- b) to give clear ideas about various concepts used in this discipline;
- c) to get students oriented with integral system of maintaining cost accounting record;
- d) to impart know-how of cost control and cost reduction tools.

1. Introduction: Accounting and its branches, Cost Accounting – Management Accounting – Financial Accounting – Relationship of Cost Accounting with Mathematics and Statistics.

2. Cost Concepts and Classifications: Concepts of Cost, Expense & Losses – Basis of Cost Classification – Cost Objects, Cost Unit, Cost Center – Cost Flow – Statement of Cost of Goods Manufactured – Statement of Cost of Goods Sold.

3. Integral Accounting Systems: Definition, Features, Advantages of Integration, Journal Entries, Preparation of Cost Sheet, W.I.P. & Finished Goods Statement, Cost of Goods Sold Statement & Cost of Sale Account / Statement.

4. Cost Accounting Methods and Techniques: Introduction, Job vs. Process, Historical vs. Standard, Direct Costing vs. Absorption Costing, Full Costing vs. Partial Costing, Single or Output Costing, Batch Costing, Marginal Costing, Contract Costing, Service Costing, Operation Costing, Uniform Costing, Cost Accounting System, Types of Industries & Suitable Cost System, Features of a Good Cost Accounting System, Considerable factors for introduction of Cost Accounting System.

5. Job Order, Contract & Batch Costing:

- (a) Job Order Costing –Introduction - Main features - Advantage and Disadvantage - Job Costing Procedure - Cost Accumulation - Cost Control in Job Order System – Tools of Control – Treatment of Tools, Cost Report in a Job Costing System.
- (b) Contract Costing: Basic Features, Costing Procedure, Materials, Labor, Overhead, Plant costs, Costs of Work Certified & Work Uncertified, Measurement Book, Retention Money, Tender Preparation, Contractee's Account, Profit / Loss on Incomplete Contracts, Escalation Clause, Cost Plus Contracts, IAS 11: Accounting for Construction Contracts.
- (c) Batch Costing: Economic Batch Quantity - Batch Costing or Assembly Cost System - Class Cost System - Multiple Job Order Cost System.

6. Process Costing: Nature of Process Costing, Job Order Costing & Process Costing Compared, Elements of Process Costs, Accounting for Normal Loss, Abnormal Loss, Abnormal Gains & Scrap, Inter-process Profit Calculation of Provisions for Unrealized Profit, Preparation of Process Accounts.

7. Service Costing (Operational Costing): Basic Principles – Conditions Necessary for its Success – Accounting Records – Motor Transport Costing – Staff Canteen Costing – Hotel Costing – Power House Costing – Hospital or Clinic Costing – Preparation of Cost Sheet.

8. Introduction to Standard Costing System: Meaning, Fixation of Standard, Types of Standard, Difference with Historical Costing, Difference with Budget, Calculation of Variances: Material Price and Usage, Labor Time and Efficiency.

9. Costing for Agricultural Firms: Costing for Horticulture, Poultry & Dairy Farms, etc.

Books Recommended:

- Usry, M. F. & Hammer. Cost Accounting: Planning & Control. Cincinnati, OH: South-West. Pub. Company.
Polimeni, R. S. et al 1991. Cost Accounting: Concepts for Managerial Decision Making; 3E.. NY: McGraw.
Bhattacharyya, A. K. 1992. Principles and Practice of Cost Accounting. Allahabad: A. H. Wheeler & Co. Ltd.
Lal, J. 1996. Cost Accounting, 2nd Edition. New Delhi: Tata-McGraw-Hill Company Limited.

5103: MANAGEMENT ACCOUNTING

ILOs: After studying this course the post-graduate students of the department would realize the importance of Management Accounting as a major source of relevant information for decision making. Specific objectives of this course are:

- a) to describe what managers do and why they need accounting information;
- b) to give ideas about cost terms, concepts and classifications;
- c) to explain importance of cost behavior and their relationship with managerial decision making;
- d) to give elementary idea about budgets and budgetary control;
- e) to discuss various methods of segment performance measurement;
- f) to introduce techniques of generating relevant information for decision making.

1. Managerial Accounting and the Business Environment: The Work of Management and the Need for Managerial Accounting – Financial Accounting vs. Managerial Accounting – Expanding Role of Management Accounting: JIT, TQM, Process Reengineering – TOC – Organizational Structure.

2. Cost Concepts, Terms and Classification: General Classification – Cost Behavior – Cost - Volume - Profit Relationship – Analysis of Mixed Costs – Contribution Format of Income Statement – Breakeven Analysis – Limitations of Breakeven Analysis.

3. Variable Costing: A Tool for Management: Absorption Costing – Variable Costing – Income Comparison, Choosing a Costing Method.

4. Activity-Based Costing: A Tool to Aid Decision Making: Treatment of Cost under Activity-Based Costing – Designing an Activity Based Costing System – Mechanics of Activity – Based Costing – Comparison of Traditional and ABC Product Costs.

5. Profit Planning: Budget – Forecast – Budgeting & Budgetary Control – Preparing Master Budget – Sales – Production – Purchase – Cash – Income Statement – Balance Sheet.

6. Standard Costs and the Balanced Scorecard: Standard Costs – Standard Setting – Model for Variance Analysis – Performance Report – Variance Analysis and Management by Exception.

7. Segment Reporting and Decentralization: Decentralization in Organization – Segment Reporting and Profitability Analysis – Hindrances to Proper Cost Assignment – Rate of Return for Measuring Managerial Performance – Residual Income – Motivation and Residual Income - Divisional Comparison and Residual Income – Transfer Pricing.

8. Relevant Costs for Decision Making: Cost Concepts for Decision-making – Relevant Cost – Sunk Cost – Avoidable Cost – Adding / Dropping a Product – Make or Buy Decision – Sell / Process Further – Utilization of Scare Resources.

9. Capital Budgeting Decisions: Types of Capital Budgeting Decisions – Time Value of Money – NPV – IRR – Ranking Projects – Capital Rationing – Inflation and Capital Budgeting – Income Tax and Capital Budgeting.

10. Pricing Products and Services: The Economic Approach to Pricing – The Absorption Cost Approach to Pricing – Target Costing – Service Companies: Time & Material Pricing.

11. Cost of Quality: Quality Conformance – Prevention costs – Appraisal costs – Internal Failure Cost – External Failure Cost – Quality Cost Report.

Books Recommended:

Garrison, R. H. & E. W. Noreen. and P. C. Brewer. 2015. Managerial Accounting. 15th Ed.. McGraw Hill, IL: / Irwin.

Atkinson, A. A., R. S. Kaplan, E. M. Matsumura and S. M. Young. 2012. Management Accounting, 6th Ed. Delhi: Pearson Edu. Asia.

Horngren, C.T., G. L. Sundem, D. Burgstahler and Jeff O. Schatzberg. 2013. Introduction to Management Accounting. 16E., Harlow; Pearson, Delhi, P. Asia.

5104: FINANCIAL MANAGEMENT

ILOs: After studying this course the students would earn knowledge about financial theories and activities, so that they can take advance courses like "Corporate Reporting" & "Advanced Cost and Management Accounting", etc. Specific objectives of this course are:

- a) to provide students with a sound theoretical knowledge on principles of financial management;
- b) to give ideas about working capital and also about the techniques of analyzing financial statements;
- c) to introduce the activities of capital markets.

1. Introduction: Capital and Finance, Finance and Financial Management, An Independent Academic Discipline- Goals of Business and Financial Management – Agency Problems- Future of Financial Management, Financial Markets.

2. Time Value of Money: Discounting – Compounding – Risk & Return – Portfolio Theory – CAPM - Valuation Concepts - Valuation Models.

3. Sources of Funds: Short Term – Intermediate Term – Long Term - Cost of Capital: Weighted Average Cost of Capital.

4. Capital Budgeting: Capital Budgeting under Certainty – Methods of Project Appraisal.

5. Capital Structure: Capital Structure vs. Financial Structure, Theories of Capital Structure - Net Operating Income (NOI) Approach, Net-Income (NI) Approach, Traditional Approach, Capital Structure Irrelevance Theory, Factors Influencing Capital Structure.

6. Dividend Policy: Factors Influencing Dividend Policy, Dividend Stability, Rationale for Low and High Pay-Out Ratio, Dividend vs. Capital Gains; Investors' Preferences, Residual Theory of Dividends and Dividend Irrelevance Theory.

7. Lease Financing: Types of Lease; Factor Affecting the Leasing Decision, Evaluation by the Lessee, Evaluation by the Lessor, Lease vs. Purchase, Lease vs. Hire Purchase, Arguments for and against Leasing.

8. Options, Warrants, Convertibles, Forwards and Financial Futures: Options – Put and Call Option, Implications of Option Pricing for Corporate Financial Policy, Warrant vs. Convertibles, Financial Futures.

9. Mergers: Rationale for Mergers, Types of Mergers, Basic Guidelines for Mergers, Methods of Payment for Mergers, Financial Evaluation of Methods of Payments, De-merger & its Reasons.

10. Risk and Risk Management: Types of Risk handled by Risk Managers, Risk Recognition, Risk Management Techniques, Risk Control Tools, Funding of Risk.

11. Financing Small Firms: Problems and Sources of Financing Small Firms and Industries, Role of BSCIC and Other Similar Institutions in Bangladesh.

12. Working Capital Management: Concept of Working Capital – Factors Determining Working Capital – Test of Working Capital Policies – Alternative Strategies for Financing Working Capital.

13. Financial Analysis: Techniques of Analysis of Financial Statements – Distress Analysis – Statement of Changes of Financial Position.

14. Security Analysis: Efficient Capital Market, Valuation of Securities, Fundamental Theory, Technical Theory, Random Walk Theory, Bond Valuation, Preference Share & Equity Share Valuation.

Books Recommended:

Brealey, R. A. and S. C. Myers. 2003. Principles of Corporate Finance. 7th Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited.

Brigham, E. F. & M. C. Ehrhardt. 2001. Financial Management: Theory & Practice. NY, Sh-West.

Pandey, I. M. 2005. Financial Management. 9th Ed. New Delhi: Vikas Publishing House Private Ltd.

Van Horne, J. C. 1999. Financial Management & Policy. New Delhi: Prentice-Hall of India Pvt. Ltd.

20b. CORE COURSES for MBA in A & IS Department, Univ. of Dhaka

6101: ADVANCED FINANCIAL ACCOUNTING

ILOs: This course is designed for the students of post-graduate level, who have completed the basic, intermediate, and higher Financial Accounting courses in the BBA level and like to specialize in Financial and Professional Accounting area. This course will provide comprehensive knowledge about the changes that are taking place in the arena of Corporate Business in the recent world's economic environment and the development of IASs & IFRSs to deal with these complex and specific changes in the accounting practices.

Specifically, they would be able:

- a) to understand the applications of Advanced Financial Accounting;
- b) to suggest use of financial statement information.

1. Necessity of Harmonization and Development of Accounting Standards: Varying Historical Accounting Practices in the European Colonial Powers and Influences in the Different Regions of the World; Financial Reporting Diversities and Effort to Harmonize Financial Reporting, Development of Accounting & Reporting Standards – IASs & IFRSs, Process of Development of Accounting Standards – Effects of Accounting Standards.

2. Preparation and Presentation of Financial Statements: Alternative Formats of Presentation of Different Financial Statements – Income Statement: Balance Sheet or Position Statement, Retained Earnings Statement, Owners' Equity Statement, Cash Flow Statement, Notes to Financial Statement, etc. Income Statement: Single-Step & Multiple-Step, Comprehensive Income Statement,

3. Accounting for Business Combinations:

(a) Corporate Expansion and Accounting for Business Combinations or Amalgamation: Statutory and Accounting Standards' Requirements Relating to Preparation of Consolidated Financial Statements; Accounting and Reporting Alternatives: Purchase Accounting & Pooling of Interest Accounting; Methods of Reporting Investments: The Cost & The Equity Methods; Theories of Consolidation: Proprietary Theory, Parent Company Theory & Entity Theory; Current Practice (IFRS 03).

(b) Preparation of Consolidated Statements and Elimination of Investments in Subsidiaries: Revaluation of Assets and Liabilities – Goodwill arising on Acquisition – Inter-Corporation Transactions and Transfer – Calculation of Minority Interest (/ Non-Controlling Interest) (IAS 27).

(c) Consolidation as on Date of Acquisition and Consolidation Following Acquisition: Preparation of Relevant Statements (IFRS 03).

(d) Advanced Topics: Change in Degree of Ownership: Increase in Degree of Ownership-Reduction in Degree of Ownership – Issue of Bonus Share: Out of Capital Reserves, Pre-Acquisition Profit & Post-Acquisition Profit; Complicated Group Structures: Grandfather-Father-Son Structure – Indirect Outside Interest Structure – Cross Holdings (IFRS 27).

4. Accounting for Investment in Associates: Types of Holding: Majority- Significant & Small Portions – Methods of Accounting; Treatment of Issues Related to Distributable Profits - Inter-Company Transactions – Revaluation – Reciprocal Holdings. Reporting of Interest in Joint Ventures. (IAS 28 & 31).

5. Reconstructions: Objectives – Statutory Regulations. Reconstruction – Internal & External, Special Emphasis on Determination of Purchase Consideration in case of External Reconstruction taking into Consideration the Valuation of Goodwill – Preparation of Reconstruction Schemes in case of Internal Reconstruction.

6. Multinational Corporation's Accounting: MNCs Accounting & Reporting, Different Aspects of MNCs Accounting, Foreign Currency Translation: Accounting For Foreign Currency Transactions – Translation of Foreign Currency Financial Statements: The Closing Rate Method & Temporal Rate Method – The Current & Non-current Assets Method - Monetary & Non-monetary Assets Method; Hedging Foreign Currency Transactions (IAS - 21).

7. Segment and Interim Reporting: Accounting & Reporting for Segments: Segment Reporting Issues, Information about Operations of Different Segments – Information about Major Customers (IFRS - 8). Interim Reporting - The Format for Interim Reporting, Accounting Issues & Reporting Standards for Interim Financial Statements (IFSS) – Accounting Changes in Interim Period (IAS - 34).

8. Accounting for Taxes on Income (Deferred Taxation): Tax Payable Method – Tax Effect Accounting Methods: Deferral Method – Liability Method (IAS - 12).

9. Accounting for Special Issues: Accounting for Employees' Stock Ownership Plan (ESOP); Pension Accounting; Accounting for Financial Instruments (Derivatives), Capital Lease, Real Estate Companies, etc.

10. BSEC & Reporting Requirements: Bangladesh Securities & Exchange Commission's Requirements for Reporting, Integrated Disclosure Systems – Issuing Securities: Registration Process – Periodic Reporting Requirements – The SEC Policy Setting Responsibilities – Major Disclosure Requirements – Additional Considerations.

11. Current and Future Developments in Company Accounting: Company Accounting in the International Context –Contemporary issues in Corporate Accounting & Reporting.

Books Recommended:

- Clift R. C. & V. Navaratnam. 1991. Company Accounting. New York, Prentice Hall, USA.
International Accounting Standards Board (IASB) Publications: 2002. IAS & IFRS, UK.
Richard, E. B., T. E. Christensen, D. M. Cottrell. 2013. Advanced Financial Accounting. McGraw-Hill Inc. USA.
Backer, R., Lemsice, V. C., King, T. E. Advanced Financial Accounting. McGraw-Hill Inc. USA.
Larson, E. J. 2006. Modern Advanced Accounting, 10th Ed., McGraw-Hill Inc. USA.

Fortune Favors the Brave

Practice Makes Man Perfect

6102: CORPORATE GOVERNANCE and ACCOUNTABILITY

ILOs: The objective of the course is to introduce to the students the orientation, importance, process and functions of Corporate Governance. This course will deal with various theoretical and practical governance issues in the corporate sector. This will include various monitoring and control mechanisms on the use and distribution of corporate resources. The course will also look into whether corporate governance mechanisms can be injected in other sectors of business enterprises; and the public sector. **Specifically, they would be able:**

- a) to understand the concept of Corporate Governance;
- b) to suggest ways of effective corporate governance mechanism.

1. Corporate Governance (CG) - Frameworks and Mechanisms: Definition of CG; Governance, Management and Administration, Governance and Good Governance, Importance of CG; Theoretical Frameworks of CG: Agency Dilemma & Agency Theory, Stewardship Theory, Transaction Cost Economics, Stakeholder Theory, Resource Dependence Theory, Theory of Managerial Hegemony; CG Systems: Insider System, Outsider System; CG Elements: Internal Mechanisms, External Mechanisms; Governance as Partnership of Investors, Company's Management & Directors; Regulatory Framework of CG; Legislation, Regulation and CG Codes; OECD & Countries' Codes.

2. Agency Relationship and Agency Problems: Agency Theory & Agent's Conflict of Interests, Agency Relation in Joint Stock Company, Management and Corporate Governance, Agency Costs, Self-interests, Moral Hazard, Adverse Selection, Executive Remuneration, Insider Dealings, Corporate Giving, Related-party Transactions.

3. Models of Corporate Governance: Cultural Effects on CG; Different Models of CG – US, UK/CW, Continental EU, Japanese, Other Asian Models, CG - Convergence or Differentiation.

4. Social Responsibility of Corporations: Corporate Social Responsibility (CSR); & Sustainability – Strategies & Policies, Enlightened Shareholder Value (ESV), UN Global Reporting Initiative, etc.

5. Governance of Listed & Non-listed Corporations: Governance of Listed Companies – Dual-listed Companies, Listed on Alternative Stock Markets, etc. Governance of Non-listed Companies – Private Companies, Joint Ventures, NGOs, etc.

6. Board Formation for CG: Board of Directors (BoD): Size, Composition (Executive, Non-Executive, and Independent Directors), Board Membership – Directors' Appointment, Roles, & Remuneration, Functions of the Board, Directors' Attributes & Competencies, Directors' Duties, Rights, and Powers, Directors' Remuneration & Service Contracts, etc.

7. CG Practice Mechanism: Internal Mechanisms - Board Leadership; Splitting the Role of Chairman and Chief Executive Officer (CEO) or Managing Director (MD); Board Activities, Board Committees - Audit Committee, Nomination Committee, Remuneration Committee; Training and Orientation of Board Members; Performance Evaluation of BOD; Board Assessment & Effectiveness, Internal Control and Corporate Governance: Definition of Internal Control, Constituents of a Sound System of Internal Control, Statement of Internal Control; Assessing the Role of Internal Audit; Ownership Structure. External Mechanisms- Monitoring by Block-holders and Analysts, External Auditors; Competition and Takeovers; Regulation and Enforcement.

8. Control in Organization: Control Necessity in Organization, Contingency Theory of Control, Incentive Schemes as a Control Mechanism, External Control, Corporate Governance as a Control Mechanism, Marx and Weberian Sociology and Need for Control, Human Diversity and Need for Control, Accountability and Control, Control System as a Package. Ownership, Corporate Board, Non-executive Directors, Kinship, Model of Independence, Proxy Contests, Major Corporate Governance Bodies, Changing Environment and Corporate Governance Structure, Market Based Corporate Governance, Capital Structure and Corporate Governance.

9. Recent Trend of CG: CG around the World in the Developed, Developing & Emerging Economies, Future of CG.

10. Reforms of CG Patterns: “Shareholder-Led” (“Principles-Based”) or “Regulator Led” (“Rules-Based”) Approach to CG; Global Best Practices of CG: OECD Principles, SAFA Best Practices, UNCTAD CG Disclosure Requirements; CG Reforms in Bangladesh; Voluntary Code of Bangladesh Enterprise Institute (BEI); CG Guidelines of the BSEC: Contents and Implementation Status of CG Guidelines.

11. CG in the Public Sector and SMEs: CG Model and Practices in the Public Sector in Bangladesh; CG Guidelines for SMEs.

12. Manager's Performance Appraisal and Accountability: Manager's Performance Appraisal, Responsibility Accounting, Standard Costing and Responsibility of Variances, MBO and Accountability, Segment Performance and Responsibility, etc.

13. Corporate Ethics: Corporate Ethics vs. Corporate Responsibility; Ethical Norms; Ethical Behaviour and Internal Governance Mechanisms; Ethical Leadership from BOD; Code of Ethics; Promoting and Reinforcing Corporate Ethical Culture; Whistle Blowing Policies and Procedures to Support Ethical Behaviour; Efforts for Ethical & Moral Development, Ethics Audit.

Books Recommended:

The Companies Act, 1994 (Act No. 14 of 1994).

The Companies (Foreign Interest) Act, 1918 (Act No. XX of 1918).

Thomas Clarke. 2017. International Corporate Governance: A Comparative Approach, 2nd Ed., Routledge, UK.

Erik Banks. 2004. Corporate Governance: Financial Responsibility, Controls and Ethics, Palgrave Macmillan, UK..

Solomon, Jill & Eris Solomon. 2013. Corporate Governance & Accountability, 4th Ed., John Wiley & Sons, USA.

Koontz, H. & H. Weihrich. 2015. Essentials of Management, McGraw Hill Book, USA.

Chowdhury, D. Incentives, Control, and Development: Governance in Private and Public Sectors with Special Reference to Bangladesh (The University Press Ltd.).

Slow But Steady Wins the Race

6103: ADVANCED RESEARCH METHODOLOGY

ILOs: This course examines the theories and applications of advanced and / or modern research methods, especially methodologies in accounting and finance. The purpose of the course is to provide students with an understanding of how research is conducted in accounting and finance areas, such that they may critically evaluate the academic literature and have a foundation to carry out their own research projects. **Specifically, they would be able:**

- a) to understand the advanced and applied areas of research methods;
- b) to use tools of research methods in practical research.

1. An Overview of Basic Elements of Research: Brief Overview of Basic Elements of Research Methodology, such as Perspectives of Research, Research Design, Research Objectives, Problem Statement, Sampling Design, Research Report, etc.

2. Theories & Concepts for Research: Theoretical Support for Research; Applicability Tests of Theories. Research Strategies, Epistemology and Ontology, Inductive vs. Deductive Research, Quantitative Research vs. Qualitative Research, Different Types of Research – Basic Research & Applied Research; Quantitative, Qualitative & Experimental Research, Moderation and Mediation Variables in Research, etc.

3. Planning for Research:

(i) Proposal Writing: Planning a Research Project and Formulating Research Questions, How to Write a Good Research Proposal or Synopsis, Presentation of Research Proposal, Research Design, Split-plot Design, Factorial Design, etc.

(ii) Literature Review: Tools and Techniques of Literature Review, How to Choose Current Literature of Relevant Topic of Interest, Ways to get the Recent Literature.

4. Theory Development for Research: Choice of appropriate theory or theories among various accounting and social science theories, justification of theories, understanding the depth of theories in the research of interest.

5. Quantitative Research: Research Design, Experimental Design, Randomized Experimental design, blinded design, double blinded design, Research with Observational data, Quasi experimental design, Differences in Difference Study.

(i) Judgment and Behavioral Research Technique - Principles of Component Analysis; Dimension reduction, Eigen value, Eigen vector, Factor Analysis, Factor Loading, Factor Rotation Method, Varimax Rotation.

(ii) Modeling - Structural equation model, Regression model, and other statistical tools for quantitative research, Confirmatory Factor Analysis, Simultaneous equation modeling, Latent variable, item selection for measurement, Measurement error, Goodness of fit, Fit Improvement.

(iii) Meta Analysis - Meta analysis, Power of tests, Improvement of the power by Meta Analysis.

(iv) Quantitative Research in Accounting - Research in Accounting & Accounting Information System, Clustering, Clustering K-means, Classification techniques, Vector support machine, Neural Network.

6. Qualitative Research: Philosophy of Qualitative Research, Epistemology, Ontology for social actors, Ontology for social researchers.

(i) Ethnography and Participants Observations - Justification of this research method in particular research settings, How to access the participants, Guidelines for ethnographic study; Non-participatory ethnography, Field work organization, Note taking & note analysis, and Report writing.

(ii) Grounded Theory Approach - Grounded theory approach, Theory generation.

(iii) Interviewing - Interview protocol development, Ethical approval, Selection of participants, Date and timing of interview, Questionnaire & coding questionnaire, Reporting interview.

(iv) Content Analysis - Unit of measurement, coding, different tools of coding, manual vs. software based coding; Theme identification, fitting data within the codes and themes.

(v) Case Study – Different elements of case study, etc.

7. An Overview of Statistical Tools used in Research: The characteristics of different statistical tools used in research like tool to determine sample size; and Chi-square test, T-test, Z- test, ANOVA, Two-way ANOVA, MANOVA, etc.

8. An Overview of Statistical Computer Software used in Research: Orientation & analysis of the characteristics of different **Computer Software** used in research like **SPSS, SAS, STATA, RATS, MINITAB, E-VIEWS, PYTHON, VBA (Visual Basic Application / XCEL) MACRO, GMM, R, M⁺**, etc.

9. Empirical Research in Accounting: Special Characteristics of Research in Accounting, Capital Market Research in Accounting: Review of Econometric Theory and Application of Cross Sectional, Time Series, and Panel Data in Capital Market Data. Use of Econometrics in Asset Pricing, Earnings Management & Earnings Quality Research, and Value Relevance of Accounting Information. Event Study Method and its use in Capital Market Research. Necessity and Methods of Empirical Research in Accounting, Experiments in Accounting Research. An Overview of some Pioneering Researches in Accounting.

10. Research Triangulation: Research in Multidisciplinary setting, Mixed Method of Research; Ground to use this Particular Method; Merits and Demerits of this method, Practical Research Project using this method.

11. Ethics in Research: Importance of Ethics in Research, Factors Effecting Ethical and Moral Perspectives of Research, Ethics Clearance Procedures, Breach of Ethics in Research.

Books Recommended:

Bryman, A. and E. Bell (2007), Business Research Methods, Oxford: Oxford University Press, UK.

Friedman, M., 1953. "The Methodology of Positive Economics," Essays in Positive Economics. (Chicago: University of Chicago Press, 1953): 3-43, USA.

Koonce, L., N. Seybert, and J. Smith, "Causal Reasoning in Financial Reporting and Voluntary Disclosure," Accounting, Organizations, and Society, In Press, 2011 (AOS website or SSRN).

Smith, M. (2015), Research Methods in Accounting; 3rd edition; SAGE Publications Ltd. UK.

Wooldridge, J. M. (2006). Introductory Econometrics: A Modern Approach. Mason, OH: Thomson / South-Western Pub., USA.

Hoque, Z. (ed.). 2006. Methodological Issues in Accounting Research: Theories and Methods, Spiramus, London, UK.

Abdel-Khaliq, A. R., and B. B. Ajinkya. 1979. Empirical Research in Accounting: A Methodological Viewpoint. AAA., Sarasota, Florida; USA.

6201: CONTEMPORARY ISSUES IN ACCOUNTING

ILOs: Accounting is a dynamic social science where continuous research contributes to changes in its practice. Theories help decision makers make correct decisions. By the course students would be able: a) to acquire knowledge about new issues in accounting;
b) to suggest use in practice new issues in accounting.

1. Introduction: Contemporary Issues in Accounting, Research on Critical Issues in Contemporary Accounting; Major researches within accounting, accountability; etc.

2. Theories on the Uses of Accounting Information: Outcomes of providing Accounting Information; Critical Perspective Research; Accounting Research, Education & Practice.

3. Accounting Education in the IT Age: The Future of Accounting Education with the Emergence and Integration of ICT; Competency approach to accounting education; Relationship between academic accounting research and professional practice, Accounting profession in global perspective.

4. Financial Accounting and Corporate Governance Issues: Transparency, Financial Accounting Information, & Corporate Governance; Earnings Management around the Seasoned Equity Offerings.

5. Contemporary Issues in Cost and Management accounting: Target Costing, Kaizen Costing, Quality Costing, Activity Based Costing, etc.

6. Social and Environmental Accounting: Corporate Social Responsibility (CSR): Demand for, Practice & Justification, Accounting & Reporting, Social Accounting & Reporting, Environmental Accounting & Reporting. Accounting for Human Rights; Climate Change and Impact on Accounting: Carbon Accounting & integrated reporting; - Four system boundaries for carbon accounts; Carbon emission accounting practices globally and in Bangladesh; Water Accounting & reporting practices in the world; Sustainability Accounting & Reporting.

7. Forensic Accounting: Forensic Accounting and Auditing: Compare and contrast; Traditional accounting and auditing; Forensic Accounting & Public Acceptance towards Occurrence of Fraud Detection; Corporate fraud and forensic accounting practices; Preventive Measures in Bangladesh.

8. Financial Audit, Social Audit and Audit Expectation Gap: Different new audit areas: Cost Audit, Management Audit, Social & Environmental Audits, Policy & Efficiency audits, etc. The public sector audit expectations gap & Social audit in the textile & garments industry(s) of Bangladesh.

09. Financial Reporting, Disclosure Requirements and Ethical Responsibilities: Disclosure requirements; Authoritative bodies; Bangladesh Securities and Exchange Commission (BSEC); Integrated disclosure system-Duties of Public accountants; Ethical responsibilities; The professional code of conduct.

10. Accounting Standards & Related Documents: Efforts for Harmonization of International Accounting; Various Committees & Associations for framing standards & principles; International Accounting Standards (IASs); & International Financial Reporting Standards (IFRSs)-SSAPs-FRSs-SORPs-UITF; Abstracts-SFAS-SFACs-FAS.

11. Emerging issues: Intellectual Capital Reporting; Human Resource Accounting (HRA), Inflation Accounting, etc.

Books Recommended:

Schroeder, Richard G., Myrtle Clark. and Jack M. Cathey. 2016. Financial Accounting Theory and Analysis: Text and Cases. 12th Ed., Wiley, USA.

Scott, W. R. 2014. Financial Accounting Theory, 7th Ed., Pearson's. USA.

Deegan, Craig. 2014. Financial Accounting Theory, 4th Ed., McGraw Hill Education, Australia.

Porwal. L. S. . Accounting Theory, Tata McGraw Hill, India.; by E. S. Hendriksen, Richard D. Irwin, Inc.

6202: ADVANCED COST & MANAGEMENT ACCOUNTING

ILOs: This course is on advanced issues in Cost & Management Accounting. On successful completion of this course, students will be able to:

- (a) use technical skills in the area of costing, cost control, and cost management;
- (b) apply relevant techniques in critical management planning & control;
- (c) strategize the decision making usefulness of tactical information generated by cost and management accounting system;
- (d) design a customized cost and management accounting system for a particular company.

1. Introduction to Cost and Management Accounting: Manager's Uses of Accounting Information, Decision Making Process, New Management Approaches, Cost Accounting Systems, Impact of Automation on Cost Accounting, Evolution of Cost and Management Accounting.

2. Overview of Cost Term and Concepts : Direct and Indirect costs, Product and Period costs, Cost behavior in relation to volume of activity, Relevant and Irrelevant costs, Avoidable and Unavoidable costs, Sunk costs, Opportunity costs, Incremental and Marginal costs, Segregating Mixed Cost; High & Low and Regression methods, Cost Estimation based on Cost Formula;, Developing of Cost Equation.

3. Overview of Job Costing for Services, Activity Based Costing and Process Costing: Job costing for Products and services, **Activity Based Costing (ABC)**, Demands for activity based costing – Major differences between traditional system and ABC, The Process of ABC. **Process Costing** – Mass production and Broad averages – 5 step method of process costing –Control between Job Order, Process and Operation Costing: Impact of Flexible manufacturing on costing method – Accounting for total costs – Cost of Production Report – Journal Entries for Process Costing – Weighted Average and FIFO methods. Additional issues of Material and lost units: Increase in units – Normal vs. Abnormal loss – Normal Tolerance limits – Quality Control concepts & Zero defect programs in Process Costing & Job costing, – Rework units. Accounting for Spoilage & Scrap – Comparison of accounting for spoilage, rework of defective units, scrap – Allocation of Normal Loss.

4. Cost Volume & Profit Analysis: Break Even Analysis, Cost Structure Analysis, Margin of safety, Leverage, Multi-product break-even analysis, Use of BEP Analysis in different types of short term decision making process.

5. Relevant Costing: Cost Concepts for decision making – Identifying Relevant costs – Irrelevant future costs – Qualitative factors, Replacement of equipment, Product mix decisions – when Capacity constraint exists, Discontinuation, Sale of Process Further Decisions, Make or Buy Decision, Special Order Decisions.

6. The Budgeting Process and Responsibility Accounting

- a) **Stages in Planning Process** - Multiple Functions of Budget, Sales Budget, Annual Production Budget, Direct Material Purchase Budget, Factory Overhead Budget, Selling and Administrative Budget, Master Budget.
- b) **Activity Based Budgeting** - Cash Budgets, Stages in Activity Based Budgeting, Zero-Based Budgeting.

7. Measuring and Evaluating Segment Performance: Conceptual framework: Use of Responsibility Accounting concept – Divisionalization vs. Decentralization – Advantages and Disadvantages of Decentralization – Definition of Segments – Contribution Reporting & Break-even Analysis; Measures of Performance; Segment margin; Income – Return on Investment (ROI); Residual Income (RI); Economic Value Addition (EVA); Problems of measurement – Investment in Assets-Liabilities-Fixed Assets-Improving ROI; Limitations of ROI; ROI & RI compared; Evaluation of Residual Income & Other measures, Segment's contribution analysis; Evaluating only short-time results; Multiple performance measures.

8. Quality Costing - Measurement & Control: Measuring the Cost of Quality – Reporting Cost of Quality – Using Quality Cost Information – Controlling Quality Costs.

9. Transfer Pricing: Transfer pricing in evaluating divisional performance, Alternative Pricing Methods, Transfer pricing methods as per IT Ordinance, 1984, Resolving Pricing Methods, International Pricing Methods, Behavioral implications of transfer pricing.

10. Cost Management: Life Cycle Costing, Target Cost – Strategic Perspective, Tear Down Analysis, Value Engineering, Kaizen Costing, Activity Based Management (ABM), Traditional vs. ABM Analysis, Business Process Re-engineering, Cost Management and Volume Chain, JIT and Management Accounting, Strategic Management Accounting.

11. The Balanced Scorecard and Strategy Map: Use of Balanced Scorecard as performance measurement tool; Importance of non-financial performance measures; key non-financial performance measures; building a strategic performance measurement system; Balanced Scorecard evolution; arguments for balance scorecard adoption. Benefits and Limitations, Establishment of Objectives & Performance Measures - Four Perspectives.

12. Application of Quantitative Methods to Management Accounting

- a) Quantitative Models – EOQ, ABC, MRP, JIT;
- b) Programming Models – Linear Programming (LP) – LP requirements; Lack of Constraints; Effects of Constraints - Substitution of Scarce resources; Solution Methods; Implications of LP for Managers & others;
- c) Capital Investment Decisions – Evaluation of methods like NPV, IRR, Payback Period, ARR in managerial perspective.

13. Executive Contracts and Bonus Plan: Incentive Compensation & the Principal Agent relationship, Role of Bonus & Incentive Contracts, Types of Incentives, Monetary Compensation Plans; Evaluation of Accounting-based Incentive-compensation Scheme, Case Discussion, (Kaplan).

Books Recommended:

- Barfield, J. T., C. A. Rayburn, & M. R. Kinney. Cost Accounting: Traditions & Innovations. Cin., OH: S. – West. USA.
- Belkaoui, A. Advanced Management Accounting. Westport. CO: Quorum Books.
- Dearden, J. Management Accounting. Prentice Hall.
- Hansen, D. R. & M. M. Mowen. Cost Management: Accounting & Control. Mason, OH: South-Western, USA.
- Hirsch, M. L. Advanced Management Accounting. Boston. MA: PWS – Kent Publishing Company.
- Hornigren, C. T., G. Foster & S. M. Datar. Cost Accounting: A Man. Emphasis. N. Delhi. Prentice-Hall India Ltd., India.
- Kaplan, R. S. and A. A. Atkinson. Advanced Management Accounting. 4th Edition. Delhi. Pearson Education Asia.
- Rayburn, L. G. Principles of Cost Accounting. Irwin. USA.
- Tom Groat & Frank Selto. 2013. Advanced Management Accounting, Delhi, Pearson Education Asia.

7203: CORPORATE TAX PLANNING

ILOs: The objective of the course is to acquaint the students with the implications of tax laws with a view to make students capable to integrating the relevance of the laws with corporate profit planning and managerial decision making. **Specifically, they would be able:**

- a) to understand the concepts of corporate tax planning;
- b) to suggest use of it in corporate operations.

1. Introduction: Corporate Tax Planning / Corporate Tax Management - Corporate Entities and Corporate Income Tax Rates – Development of Tax Planning – Tax evasion, Tax avoidance; Tax Planning, and Tax Management – Traditional vs. Effective Tax Planning – Tax Research – Types of Tax planning, Restriction on taxpayer behaviors.

2. Tax Legislations: Different tax laws, Legislative process & sources of tax information.

3. Inter-temporal Tax Planning: Inter-temporal Tax Planning using alternative Savings Vehicles – Constant Tax Rates – Changes in Tax Rates – Implications for Bangladesh.

4. Inter-entity Tax Planning: Inter-entity tax planning – Organizational Forms for Producing Goods and Services – Non-Tax Advantages of Operating in Corporate Form – Changing Preferences for Organizational Forms Induced by Tax-Rule Changes.

5. Corporate Tax Consequences: Corporate Body Formations – Taxation of Corporate Operations – Possible Tax Benefits of Leverage in Firm's Capital Structures – Debt-Equity Hybrids – Taxation of Profit Distributions and Share Repurchases – Tax Planning Using the Tax Rules for Distributions and Share Repurchases – Taxation of Liquidations.

6. Implicit Taxes, Clienteles and Tax Arbitrage: Tax-Favored Status and Implicit Taxes – Implicit, Explicit Taxes; Total Taxes and Tax Rates – Importance of Adjusting for Risk Differences – Clienteles – Implicit Taxes and Corporate Tax Burdens – Tax Arbitrage: Organizational-Form Arbitrage and Clientele-Based Arbitrage.

7. Non-tax Costs of Tax Planning: Symmetric Uncertainty, Progressive Tax Rates, & Risk Taking – Tax Planning in the Presence of Risk-Sharing and Hidden-Action Considerations – Tax Planning in the Presence of Hidden-Information Considerations – Tax Planning and Organizational Design – Conflicts between Financial Reporting and Tax Planning.

8. Importance of Marginal Tax Rates and Dynamic Tax Planning Considerations: Marginal Tax Rate, Definitional Issues, Tax Planning for Low Marginal Tax Rate Firms, Adaptability of Tax Plans, Reversibility of Tax Plans, Ability to Insure Against Adverse Changes in Tax Status, Tax Planning in Strategic situation.

9. Corporate Compensation Planning: Components of Compensation and Tax Consequences – Tax Planning regarding Salary versus Deferred Compensation – Tax Planning regarding Salary versus Fringe Benefits – Tax Planning regarding other benefits provided to employees.

10. Corporate Tax Planning for Incomes, Deductions and Losses: Corporate Tax Planning for Incomes – Tax Planning for Deductions – Tax Planning for Losses.

11. Corporate Tax Planning and IFRS: Corporate Compliance with IFRS/IAS regarding Income Tax – Tax Planning Opportunities under IFRS/IAS.

12. Deferred Taxation and Tax Planning: IAS 12 (revised 2000); Income Tax and Computation of Deferred Tax and Tax Planning issues.

13. Multinational Tax Planning: MNCs' Taxation, Taxes effects of Location & Structure of Investments, Decision to Repatriate or Reinvest, Shifting Income Across Jurisdictions.

Books Recommended:

Karayan, J. E., C. W. Swenson, J. W. Neff . 2002. Strategic Corporate Tax Planning. Hoboken, NJ: J. Wiley & Sons, Inc.

Lakhotia, R. N., and S. Lakhotia. 1998. Corporate Tax Planning. New Delhi: Vision Books.

Scholes, Myron S., Mark A. Wolfson, Merle Erickson, Edward L. Maydew and Terry Shevlin. 2002. Taxes and Business. Strategy: A Planning Approach. Upper Saddle River, New Jersey: Prentice-Hall.

Shuklendra, A., and M. G. Gurha. 1992. Tax Planning under Direct Tax. Allahabad: Modern Law House.

20c. ELECTIVE COURSES for MBA in Accounting & Inf. Sys. Department, DU.

7101: CORPORATE REPORTING

ILOs: This course would enable the students to grasp the corporate reporting, its use and impact. The legal bindings & implications of regulations over reporting are analyzed. Students would be able: a) to understand the impact and use of corporate reporting;

b) to develop design of good corporate reporting.

1. The Corporation, its Evolution, Growth, Accounting & Reporting: An overview of the Development of Business Entities – Transformation of Business Organization – Advent of Corporate Concept- Industrial Revolution -Evolution of the Corporate Concept and the Assumption thereof, the Newer dimensions- Company or Corporate Concept & the Impact thereof on Globalization & Economic Development; MNCs and their Evolution.

2. Legal Framework of Corporate Reporting: Companies Act, 1994; & Bank Companies Act, 1991 & Provisions for Reporting; BSEC & Its Guidelines for Reporting; Basel - I; II & III for Bank's Reporting, SEC Act, 1969, SEC Rules, 1987; IPO Rules 2015, DSE Listing Rules, 2015, Insurance Act, 2010.

3. The Institutional Setting and the Development of Financial Reporting Standards: Introduction-The Focus on Financial Reporting in Retrospect-Financial Accounting Standard Setting Organizations- FASB- AICPA, SEC- bodies- IASB, IFAC, ICAB, FRC.

4. Corporate Reporting Fundamentals: Basic Accounting Concepts-Business Entity-Going Concern-Money Measurement-Accounting Period-Consistency- Historical Cost- Realization-Matching Cost & Revenue- -Reliability of Evidence, Disclosure-Conservatism-Materiality.

5. Users and Uses of Financial Reports: Principal Categories of Users of Financial Statements-External Users: Shareholders, Prospective Shareholders, Investors, Prospective Investors-Bond/Debenture Holders-Creditors of Different Types-Financiers of Different Types-Securities and Exchange Commission- Tax Authority-Government/Public Agencies-Outside Agencies and Institutions – A Host of Interest Groups Outside the Organization, Internal Uses by different tiers of Management.

6. Financial Reporting and Disclosure: Nature of Disclosure-Disclosure of Quantitative & Qualitative Information-Disclosure of Post-Statement Events-Disclosure of Segment Information, Different Methods of Disclosure- Form and Arrangement of Formal Statements-Terminology and Detailed Presentations-Parentetical Information-Supplementary Statements, Notes to disclosure, Schedules of Footnotes-The Auditor's Report- The Chairperson's Letter.

7. Fragments of Corporate Reporting: Income Measurement and Reporting-Revenue Recognition. Reporting Extraordinary and Unusual Items. Reporting Assets-Fixed Assets-Intangible Assets-Inventories, etc. Reporting-Long-term Financial Commitments-Leases-Retirement Benefits. Reporting Shareholders' Equity, Interim Period Results and Contingencies.

8. Special Reporting: Preparation and Reporting of Consolidated Statements-Consolidation Policy-Control position, Preparation of Consolidated Accounts of Subsidiaries and Associated Companies-Minority Interest or Non-controlling Interest- Treatment of Inter-company Transactions-Transfer Pricing Problems of Transfer Pricing. Foreign Activities-Exchange Rates-Foreign Currency Transaction & Problems relating thereto.

9. Reporting the Effect of Price Change: The Nature of Price Changes: General Price-Level Changes-Specific Price Changes-Relative Price Changes-The Monetary and Non-monetary Classifications-Gains and Losses on Monetary Items. Price-level Restatement Approaches.

10. Professional Guidelines for Corporate Reporting: Different Professional Bodies' Guidelines – IAS / IFRS – Stock Exchanges' Requirements, etc.

Books Recommended:

Hawking, D. F. 1997. Corporate Financial Reporting & Analysis, 4th Ed., McGraw-Hill Book, USA.

International Accounting Standards IASC Committee, London, UK.

International Accounting & Reporting Issues United Nations, New York.

Brownlee, et al. 2001. Corporate Financial Reporting: Text & Cases. 4th Ed., McGraw-Hill Book, USA.

7102: PROJECT MANAGEMENT

ILOs: With increasing technological and scientific advances, the efficient and effective planning and implementation of major projects, especially in today's dynamic environment, is becoming increasingly complex and critical. This course is aimed at providing both basic and some advanced exposure to project management, so as to enable the manager of tomorrow to successfully complete sophisticated projects within the constraints of capital, time, and other resources.

After successfully completing this course, students will be able –

- a) to understand concept of project definition, life cycle, & system approach to project management;
- b) to develop competency in project scoping, work definition, and work breakdown structure (WBS);
- c) to handle the complex tasks of time estimation and project scheduling, including PERT and CPM;
- d) to develop competencies in project costing, budgeting, and financial appraisal;
- e) to gain exposure to project control and management, using standard tools of cost and schedule of variance analysis;
- f) to appreciate the elements of risk and quality in hi-tech projects; and
- g) to learn project management by “practice”, through the medium of “projects' study”.

1. Introduction: Perspective and Definition of Project and Project Management; Project Life Cycle; Capital Budgeting Process for Project.

2. Facets of Project Analysis: Market and Demand Analysis; Technical Analysis; Financial Analysis; Economic Analysis; Ecological Analysis.

3. Industrial Feasibility Study: Fundamentals of Feasibility Study; Format of Feasibility Study.

4. Project Management: Forms of Project Organization; Project Planning and Control; Human Aspect of Project Management.

5. Project Appraisal Criteria: Nature of Project Appraisal Criteria – Discounting Criteria – Non-discounting Criteria - Capital Budgeting and Financial Aspects of Budget.

6. Financial Analysis: Cost of Project and Means of Financing; Estimates or Forecast of Sales and Production; Cost of Production; Working Capital Requirement; Profitability Analysis: Break-even Analysis – Financial Projection.

7. Foreign Direct Investment: Theories of Foreign Direct Investment (FDI); Factors influencing FDI; Political and Country Risk Analysis and Management; MNCs' Capital Budgeting.

8. Social Cost Benefit Analysis (SCBA) of a Project: Rationale of SCBA; Concepts of merit and demerit goods. UNIDO and LM Approach of SCBA – SCBA in Bangladesh.

9. Measures of Project Risk: Measures of Project Risk; Analysis under Uncertainty; Sensitivity Analysis; Scenario Analysis; Monte Carlo Simulation; Decision Tree Analysis.

10. Resource Allocation: Multiple Projects & Constraints. Methods of Ranking, Linear Programming, Integer Programming, Goal Programming Models.

11. Network Technique for Project Management: PERT and CPM, Development of Project Network, Time Estimation, Determination of Critical Path, **Scheduling and Cost System.**

12. Project Management in Bangladesh: Problems of Project Management in Bangladesh.

Books Recommended:

Prasanna Chandra. Projects: Planning, Analysis, Selection, Financing, Implementation, & Review, 7e, [2010].

Jack R. Meredith, Samuel J. Mantel, Jr., Project Management – A Managerial Approach Project 8e [2012].

Erik w Larson Clifford f Gray, Project Management: The Managerial Process 5th Edition.

CT. Horngren, G L. Sundem, J O. Schatzberg, D Burgstahler, Introduction-to-Management-Accounting-16e.

Jeffrey K. Pinto: Project management: achieving competitive advantage, 3rd edition [2013].

Jeff Madura. 2015. International Financial Management, 12th Edition, Cengage Publication.

D. K. Eiteman, A I. Stonehill, M H. Moffett Multinational Business Finance: Global Edition, 13 edition.

George Irvin, Modern Cost-Benefit Methods-An Introduction to Financial, Economic and Social Appraisal of Development Projects [1978]. UN: Guidelines for Project Evaluation.

UN: Manual for - Preparation of Industrial Feasibility Studies; UN: Manual for Evaluation of Industrial Projects.

7103: GOVERNMENT ACCOUNTING

ILOs: This course would capable the students to interpret financial reports as well as design and operation of accounting systems of government; & prepare statements of governmental units & other non-profit entities, interpret the application of **GAAP** in fund accounting. **Specifically, they would be able:**

- a) to understand the concepts of Governmental Accounting;
- b) to develop design in good control over governmental expenditure.

1. Introduction to Governmental Accounting: Accounting- its branches, Financial & Management Accounting, Governmental accounting, etc. Government's financial activities & accounting necessity of those; Purposes and Objectives of Governmental Accounting and Reporting; Economy and Efficiency of Fund-Spending by Government, etc.

2. Principles of Governmental Accounting and Reporting: Governmental Accounting - Basic Principles, Legal Compliance and Financial Operation - Conflicts between Accounting Principles and Legal provisions - The Budget and Budgetary Accounting - Fund Accounting; Types of Funds, Basis of Accounting Classification and Financial reporting in Governmental Accounting arena.

3. Governmental Funds and their Operational Frameworks: Accounting for General Fund - Special Revenue Fund - Capital Project Fund – Debt Service Fund & Special Assessment Fund.

4. Proprietary Funds & Fiduciary Funds: Operations and Accounting for Enterprise Funds; Internal Service Funds; Trust and Agency Funds.

5. Accounting System for Fixed Assets: Accounting System for General Fixed Assets and General Long-term Group of Accounts, Valuation of Fixed Assets & Charging Depreciation.

6. Standardization of Governmental Accounting Practices: Governmental Accounting Standard Board (GASB) in the USA & Standards & Statements of GASs [1-25] [26-50] [51-75] [76-87]; Concepts Statement [1-6]; GASB Interpretations [1-6]; GASB Technical Bulletins [1999 – 1; 2008 - 1]; GASB Implementations Guides [2015 – 1; 2017 - 2].

7. Accounting System of the Government of Bangladesh: Departmentalized System of Accounting, Accounting Practices in Districts and Ministries, Finance Accounts, Appropriations and Pro-forma Accounts - Monthly and Yearly Financial Reports - Principal Accounting Office -Financial Control System-Delegation of Financial Power and Use of Control Account.

8. Budgeting Practices in Bangladesh: Budgeting Procedure; Formulation of Estimates; Approval of Budget Appropriations; Budget Implementation; Supplementary Budget.

9. Audit of Governmental Accounting and its Position in Bangladesh Functions of the Comptroller and Auditor General (CAG); Audit objections and Settlement of Audit objections, Role of Public Accounts Committee (PAC), etc.

10. Accounting for Debt Servicing of the Government of Bangladesh: Foreign aids – Food, Commodity & Project aids; Loan aids; Debt use and repayment; Accounting for Debt Servicing.

11. Accounting Systems of Public Sector (PS) Corporations: Public Sector & State-owned Enterprises (SOEs) in Bangladesh; Socialism Implementation Effort, Nationalization Order & Creation of PS firms in 1972, by 36 Corporations like BTMC, BCIC, BSEC, etc., PS companies like Sonali Bank Ltd., NWPGL, APSCL, etc. Reporting Systems of PS firms. WB's Guidelines for PS firms, Overview of International Public Sector Accounting Standards (IPSAS) of **01-27 Issues**.

12. Accounting Systems and Process of Not-for-Profit Organizations: Dhaka Municipal Corporation, Dhaka University & Dhaka Medical College & Other Non-Profit organizations.

Books Recommended:

Wilson, E., Jacqueline Reck, & Susan Kattelus. 2009. Accounting for Governmental and Non- Profit Entities; 15th Ed., McGraw-Hill Book, USA. (formerly Hay, Leon E.: Accounting for Governmental and Non-Profit Entities).

Harry D. Kerrigan: Fund Accounting, McGraw-Hill Book, USA.

Bangladesh Government, Ministry of Finance: Introduction to Government Accounting.

Patwary, S. U.: Financial Administration in Bangladesh.

7104: FINANCIAL STATEMENT ANALYSIS & SECURITY VALUATION

ILOs: This course is designed to provide students a complete knowledge about basic concepts of financial statement analysis for managerial, investment and credit decisions. This will enhance students idea about a set of accounting information items which constitutes a logical framework that can be applied to predict both earnings level and growth in earnings, and together with other accounting fundamentals, can be used to predict fundamental value of shares. **Specifically, they would be able:**

a) to understand concepts of financial statement analysis; b) to suggest use of financial statement information.

1. Introduction to Financial Statements: Financial Statements and their Users; Objectives of Financial Statement Analysis; From Business Activities to Financial Statements; Parts of the Financial Statements; Additional Information Accompanying Financial Statements; Measurement in the Financial Statements; Influences of the Accounting System on Information Quality; Financial Statement Analysis in an Efficient Capital Market; Limitations of Financial Accounting Data for Financial Statement Analysis.

2. Financial Statement Analysis:

(i) Horizontal and Vertical Analyses: Comparative Financial Statement Analysis: Year-To-Year Change Analysis, Index Number Trend Analysis, Common-Size Financial Statement Analysis.

(ii) Ratio Analysis: Groups of Ratios – Profitability, Liquidity, Solvency, Efficiency, Market and Growth ratios; Common Sets of Financial Measures and Ratios: Liquidity Measures and Ratios, Profitability Measures and Ratios, Activity Measures and Ratios, Solvency Measures and Ratios, Overall Measures and Ratios: Earnings Per Share, Price to Earnings Ratio, Price to Book Ratio, Dividend-Payout Ratio, Sustainable Growth Rate.

(ii) The Analysis of Profitability: The Analysis of Return on Common Equity, First-Level Breakdown: Distinguishing Financial and Operating Activities and the Effect of Leverage, Second-Level Breakdown: Drivers of Operating Profitability, Third-Level Breakdown: Profit Margin Drivers, Turnover Drivers, Borrowing Cost Drivers.

3. Use of Financial Statements in Valuation: (i) Multiple Analysis: Method of Comparables and Screening of Multiples

(ii) Fundamental Analysis: The Process of Fundamental Analysis, Financial Statement Analysis, and Pro-Forma Analysis.

(iii) Redefining Financial Statements for Valuation: Defining Net Operating Assets, Net Financial Obligations and Common Stock Equity; Operating Income and Net Financial Expenses; Return on Common Equity and its Decomposition between Profitability of Net Operating Assets and Net Borrowing Costs.

(iv) The Architecture of Fundamental Analysis: The Valuation Model, the Terminal Value Calculation, Capital Asset Pricing Model (CAPM) and the Choice of Discount Rate, Arbitrage Price Theory.

4. The Analysis of Growth and Sustainable Earnings: Equity Valuation and Growth in Earnings; Concept of Sustainable Earnings; Core Operating Profitability; Core Borrowing Costs; Growth in Core Profitability and how P/B Ratios and Trailing P/E Ratios Articulate.

5. Cash Accounting, Accrual Accounting and Equity Valuation:

(i) Cash Flows, Earnings and Accrual Accounting: Reconciling Earnings with Free Cash Flows; Operating Accruals and Financial Accruals and Earnings Management.

(ii) Valuation Models: Modigliani-Miller (MM) Approach to Valuation and the Role of Leverage; Dividend Discount Model, Earnings Capitalization Model, Residual Earnings Model and Free Cash Flow Model.

(iii) Accrual Accounting and Price-to-Book Ratio: Relation between Price-to-Book (P/B) Ratio and Price-Earnings (P/E) Multiple.

(iv) Residual Earnings Model of Equity Valuation: Concept of Residual Earnings, Features of Residual Earnings Model; Discounting Residual Earnings, Drivers of Residual Earnings; Using Hierarchical Financial Ratios to Forecast Drivers of Residual Earnings; and Drivers of Growth in Residual Earnings.

6. Analysis of the Quality of Earnings: Earnings Quality; Definition, Measuring Earnings Quality, Balance Sheet Analysis Of Earnings Quality, External Factors and Earnings Quality; Earnings Persistence: Recasting and Adjusting Earnings for Analysis, Determinants of Earnings Persistence, Persistence of Extraordinary Items in Earnings; Determinants of Earnings Quality, Detecting Income Shifting, Detecting Transaction Manipulation, Justifiable Manipulation?, Disclosure Quality, Quality Scoring, Abnormal Returns to Quality Analysis.

7. The Analysis of Credit Risk, Return and Valuation: Financial Statement Analysis for Credit; Evaluation, Financing Risk; Distinguishing Between Financial Leverage and Operating Leverage; Relation between Return and Leverages; Leverages and Taxes; Monetary Policies; Interest Rates; Leverages and its Effects on Residual Earnings; Leverages and Residual Earnings Model; Liquidity Planning and Financial Strategy.

8. Profitability Analysis: Analyzing company profitability – Gross Profit Analysis – Revenues – Cost of sales – Expenses, etc.

9. Prospects Analysis: Short term forecasting – Long term forecasting – Analysis of prior cash flows for forecasting – specialized cash flow ratios.

10. Security Valuation: Overview of the Valuation Process; Theory of Valuation; Valuation of Common Stock; Equity Valuation Analysis; Company Analysis and DCF Techniques; Equity Valuation Analysis; Comparable Firm Techniques; Active Equity Portfolio Management; Evaluation of Prospects.

Recommended Text Books:

S. H. Penman. 2012. Financial Statement Analysis and Security Valuation, 5th Ed., McGraw-Hill Irwin.

Bernstein, L. A. & J. J. Wild. 2000. Analysis of Financial Statement, 5th Ed., McGraw-Hill, USA.

B. Stanko and T. Zeller. 2002. Understanding Annual Reports: A User's Guide, John Wiley & Sons, Inc., USA.

K. G. Palepu and P. M. Healy. Business Analysis & Valuation Using Financial Statements, South-Western Cengage Learning, USA.

7112: STRATEGIC MANAGEMENT

ILOs: This course aims at introducing Strategic Management concepts and process. The emphasis will be upon environmental analysis, formulation, implementation and evaluation of strategy. Besides, from the analysis of cases the student will gain a competency of the process of strategic management. **Specifically, they would be able:**

- a) to understand the concepts of Strategic Management;
- b) to suggest effective use of Strategic Management in corporations.

1. Introduction to Strategic Management: Management & Strategic Management, Strategic Management Concepts, Definition of Strategic Management, Importance, Benefits and Limitations of Strategic Management. Guidelines for Strategic Management.

2. Key Terms in Strategic Management: Strategy, Competitive Management, Vision and Mission Statements, SWOT, Objectives – long term and short term, Policies and Strategies.

3. Strategic Management Process / Model: Detailed explanation of Vision and Mission Statements, Importance of Mission Statement, Components of Mission Statement.

4. The External environment: Remote Environment, Industry Environment, How Competitive forces shape strategy, Operating environment.

5. Internal Analysis: Performance of company's present strategy (s); Approaching used to determine the strengths and weaknesses of the company; SWOT analysis – Functional analysis - Value Chain Analysis (VCA).

6. Formulating Strategy: Long term objectives – Types of strategies – Means for achieving strategies – First mover advantage – Outsourcing.

7. Choice of Strategy: SWOT Matrix – Boston Consulting Group Matrix (BCGM) – Industry Attractiveness – Business strength matrix - Grand strategy selection matrix.

8. Implementing Strategy: Short term objectives – Action plan – Functional tactics that implement business strategies – Role of policies in strategy implementation.

9. Strategy Evaluation: Meaning, Nature and Characteristics – Components of an effective evaluation systems – Strategy evaluation framework.

10. Strategic Management Case Analysis: Strategic Management case – Preparing a case for class discussion – Preparing a written case analysis – Steps in preparing a comprehensive Written Case Analysis – Making an oral presentation.

11. Global Strategic Management Case Analysis – Introduction, Global Strategic Analysis, Global Strategic Development, Global Strategic Implementation.

Books Recommended:

David, F. 2006. Strategic Management: Concepts and Cases. 11th Edition, New York, NY: Prentice-Hall Inc. USA.

Pearce, J. A. & R. B. Robinson. 2002. Strategic Management: Formulation, Implementation, & Control, McGraw-Hill Inc. USA.

Thompson, A. A. & Strickland. 2002. Strategic Management: Formulation, Implementation, & Control, McGraw-Hill Inc. USA.

Thompson, A. A. 2009 Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. 17th Edition. Irwin/McGraw-Hill.

Frymen, J. G., Kamel Mellahi. 2015. Global Strategic Management. 3rd Ed., Oxford University Press, UK.

7201: INTERNATIONAL FINANCIAL MANAGEMENT

ILOs: The objective of this course are to provide students with a knowledge of environment, perspectives and operations of MNCs; and issues related to finance and investment in the international arena. **Specifically, they would be able:**

- a) to understand the process of International Financial Management;
- b) to suggest mode of international financial investment.

1. Introduction: Definition of Multinational / Transnational Corporations (MNCs / TNCs); Development of Transnational Corporations; Goals of MNCs; Multinational or International Business, Economics & Finance, Theories of International Trade; Multinational Financial Management – Theory & Practice; Origin and Consequences of International Trade.

2. Environment of Multinational Financial Management: An Overview of Variables like GDP, GNP, NNP, Impact of Export & Import on Indigenous Economy, Accounting for Foreign Transactions: Balance of Trade (BOT) & Balance of Payment (BOP) - Current Account & Capital Account; Exchange Rate – Nominal & Real Exchange Rate, Exchange Rate Determination – Different Theories: Arbitrage and the Law of one price; Purchasing Power Parity (PPP) and the Monetary Approach to the Determination of Nominal Exchange Rate; International Fisher's Effects; Interest Rate Parity Theory, Alternative Exchange Rate – Spot rate & Forward rate, Relationship between Forward rate & Spot rate; Exchange Rate Regimes -Fixed vs. Floating Exchange Rates; International Monetary System – European Monetary System and Monetary Union, Emerging Market & Monetary Crises.

3. Foreign Exchange Market and Markets for ForEx Derivatives: Exchange Rate Quotations in both Spot and Forward Exchange Markets; Estimation of Cross Rates in Presence of Transaction Costs; Futures; Swaps and Options; Option Pricing; Call Option vs. Put Option; Combination of Spot, Forward Exchange Rates and Options; Complex Option Derivatives and Estimation of their Payoffs.

4. Exposures of Foreign Exchange Risk & its Management: Defining Exposure to Foreign Exchange Risks; Transaction; Economic; and Translation Exposures to Foreign Exchange Risks; Measuring Exposure to Different Foreign Exchange Risks; Managing Exposure to Foreign Exchange Risks-Hedging Foreign Exchange Risks; Hedging Techniques: Forward Hedging; Money Market Hedging in Presence of Transaction Costs; Option Hedging and Using Complex Foreign Exchange Derivatives to Hedge Transaction and Economic Exposure to Exchange Risks; Case Studies Involving Hedging Techniques Employed by Banks and Multinationals Corporations.

5. Financing the MNCs: International sources and uses of funds; National Capital Markets as International Financial Centers; Different Global Development Banks & their Activities – WB, AIDB, ADB, IDB; AIIB; EIB, BRICS Bank, etc.; Project Finance; Euromarkets – Currency, Bond, Commercial Paper markets; Cost of Capital for International Investment, Comparison of costs of sources, etc.

6. Investment in the International Setting: International Financial Investments - Benefits of International Equity and Bond Investments; International Direct Investments – Corporate Strategy & Foreign Direct Investment (FDI); Capital Budgeting for FDI; Issues in Foreign Investment Analysis, Political Risk, etc.

7. Multinational Working Capital Management: Financing Foreign Trade & MNCs and related Liabilities; Current Asset Management; Managing the Multinational Financing System, etc.

Books Recommended:

Alan C. Shapiro. 2013. Multinational Financial Management, John Wiley & Sons, 10th ed. Wiley, USA.
J. Madura. 2010. International Corporate Finance, 10th Ed., South-Western, USA.

7204: ACCOUNTING FOR MANAGERIAL CONTROL

ILOs: Managerial control is essential for organizational success. This course would help students to earn knowledge in that respect. Specifically, students will have earned knowledge:

- (a) about the management control system of an organization;
- (b) about different information needs in the management control; and
- (c) about the impact of information on human behavior in an organization & managing that for goal congruence.

1. Management Control Systems: Perspective of Management Control; Objectives of Management Control; Boundaries of Management Control; Design of Management Control Systems: Informal Systems and Formal Systems; Strategy; Corporate Level Strategy and Business Unit Strategy; Goal Congruence-Informal factors Influencing Goal Congruence; Management Control in Different Types of Organizations.

2. Accounting Control System: Organizations and Accounting; Open and Closed Systems; Feed-back and Feed-forward Control; Organizational Theory and Structure; Organizational Goals; Behavioral Consideration and Motivation; Agency Theory; Organizational Culture.

3. Strategic and Budgetary Planning & Control: Strategic Planning; Budgetary Planning; Participation and Negotiation in Budget Preparation; Planning and Control through Budgets, Constraints on Resources; Modern Budgeting Approaches.

4. Budget Preparation: Budgeting Process; Master Budget; Flexible Budgets; Performance Budget & Performance Report; Ethical, Behavioral & Implementation Issues in Budgeting.

5. Standard Costing: Development of a Standard Costing System; Considerations in Establishing Standards; Variance Computation for Material, Labor and Manufacturing Overhead; Disposition of Variances; Investigation of Variances; Responsibility For Variances; Standard Costing in the New Manufacturing Environment.

6. Profitability Analysis: Analysis of Profit-Related Variances; Contribution Margin Variance, Market Share and Size Variances; Profitability of Segments: Profit by Product Line, Divisional Profit, Customer Profitability, Overall Profit; Short-term Profitability and Long-term Profitability; The Impact of Profit on Behavior.

7. Responsibility Accounting and Transfer Pricing in Decentralized Organization: Decentralization; Types of Responsibility Centers – Cost, Profit & Investment centers; Traditional vs. Contemporary Responsibility Accounting; Transfer Pricing in Manufacturing Setting; Transfer Pricing for Services; Multinational Transfer Pricing; Behavioral Implications of Transfer Pricing.

8. Measuring Organizational Performance: Traditional Financial Performance Measures: Divisional Profit, Cash Flows, Return on Investment (ROI), Residual Income (RI); Limitations of Traditional Measures; Non-financial Performance Measures, Benchmarking; Performance Evaluation in Multinational Setting.

9. Budgeting and Performance Measurement in Public Sector Organization: Introduction; Budgeting in Public Sector Organizations; Performance Measurement in the Public Sector.

10. Behavioral Aspects of Accounting: Foundations of Behavioral Accounting; Behavioral Impact of Management Accounting; Behavioral Aspect of Financial Accounting and Reporting; Understanding the effects of Accounting; Using Accounting Effectively; Behavioral Science and Accounting Research.

Books Recommended:

- Anthony, R. N. and V. Govindarajan. 2004. Management Control Systems. 11th Edition. Tata-McGraw-Hill Company Limited, New Delhi India.
- Blocher, E. J., D. E. Stout, G. Cokins and K. H. Chen. 2008. Cost Management. 4th Edition. Boston. McGraw-Hill / Irwin Inc. USA.
- Bruns, W. J. and D. T. Decoster. 1969. Accounting and its Behavioral Implications. NY: McGraw Hill, USA.
- Coates, J., C. Richwood, and R. Stacey. 1996. Management Accounting for Strategic and Operational Control. 1st Edition. Boston. Butterworth-Heinemann, USA.

7205: FORENSIC ACCOUNTING

ILOs: This course aims to develop skills concerned about prevention, detection, and correction of financial frauds occurring in corporate transactions. This identifies areas of financial risk, develops internal control policies and procedures, & defines the role of the forensic accountant in the different business environments. Students will learn to analyze possible consequences of fraud, determine damages of valuation calculations, & evaluate effects of cyber-crime on an organization. **Specifically, they would be able:**

a) to understand the process of fraud occurrence; b) to suggest ways to detect fraud.

1. Definition and Development of Forensic Accounting: Definition of Forensic Accounting; Historical Perspective of Accounting and Forensic Accounting; Possibilities and areas of corporate frauds, Controversy surrounding the Accountant's role in fraud detection and handling; How to become Forensic Accountants; Forensic Accountant's investigative role.

2. Errors and Frauds: Fraud triangle; Misrepresentation in Financial Reporting; Certifications by CA; Auditors' Roles in detection of errors and frauds; City Fire Insurance Case of 1934.

3. Accounting and Reporting Practices in the World: Difference in Accounting & Reporting Practices & Efforts for Harmonization and Standardization of financial reporting; US and UK efforts; GAAP, IAS/IFRS; BSA, BAS & BFRS; Earnings management; Window Dressings; Creative Accounting.

4. Fraudulent Financial Reporting: Accountability and Transparency in Accounting; Importance of transparent financial information; Ways of financial reporting fraud; Causes and consequences of fraudulent financial reporting; Motivation and contributing factors of fraudulent financial reporting; Incidence of crime and Characteristics of perpetrators.

5. Detecting Fraud in Financial Reporting: Responsibilities and Roles of accountants in financial reporting; Fraud categories and red flags; Financial fraud detection tools.

6. Employee Fraud and the Misappropriation of Assets: Fraud schemes and their schemers; Misappropriations; Company fraud prevention, detection, & mitigation measures; Non-profit entities as special fraud areas and targets; Development of policies & procedures to prevent employee fraud.

7. Money Laundering and Transnational Financial Flows: Definition of money laundering; Sources for laundered money; Development of policies and procedures to prevent money laundering.

8. Evidence Management: Basic rules; Management of evidence; Evidence cases.

9. Commercial Damages: Fraud and its consequences; Measuring the loss; Basics of damages litigation; Approaches to loss estimation; Cost behavior and damages calculations.

10. Cyber-crimes: Definition of cyber-crime; Profiling the cyber-criminals; The auditor's role in computer forensics; Management of cyber-crime: Criminality of cyber-crimes; cyber-crime statutes; Guidelines for cyber-crime management; Cyber-crime loss valuations.

11. Business Valuations: Fundamentals & Approaches of business valuations; Use of financial analysis; Business valuation standards; Preparation of valuation reports.

12. Litigation services by accountants: Types of litigation services provided by accountants; Standards of conduct for performing litigation services; Becoming an expert witness; Testifying as an expert witness; Anti-trust litigation; Liability of expert witnesses.

13. The Legal Role and Qualification of Forensic Accountants: State explaining the role that Forensic Accountants play in the legal system, Identify the education and qualification forensic accountants must possess in order for them to be admitted as expert witnesses in any court of competent jurisdiction; The Forensic Accounting & its Legal Environment.

Books Recommended:

Crumbley, D. L., Heitger, L. E., & Smith, G. S. 2015. *Forensic & Investigative Accounting*, Chicago: USA.

Crumbley, D. L. 2016. *Case Studies in Forensic Accounting and Fraud Auditing*. Chicago, CCH, USA.

Crain, M. A., Hopwood, W. S., Pacini, C., & Young, G. R. 2016. *Essentials of Forensic Accounting*. NJ: JW.

Joseph, T. W. 2014. *Principles of Fraud Examination*, New Jersey: John Wiley & Sons.

7206: APPLIED ECONOMETRICS

ILOs: This course is designed to provide MBA students practical knowledge for using Econometrics in Business, and Economics. Students will get enhancement of their skills by the help of software, namely, Microsoft Excel, RATS, SPSS, TSP, E-views, STATA, etc. in homework, assignments and in the paper. The course is designed to provide the advanced level of theoretical tools that students will need as they proceed further in their research work. **Specifically, they would be able:**

- a) to understand the critical process of research;
- b) to apply & suggest research methodology in critical areas.

1. Review of Elementary Issues of Econometrics: An Overview of Basic Econometrics, Concept of Correlation; Regression – simple & multiple, Ordinary Least Square (OLS) Method, etc.

2. Multiple Linear Regression Model: Meaning of Multiple Regression, Statistical Assumptions of Multiple Linear Regression Model, Estimation Methods of Multiple Regression Model, Properties of Least Square Estimator, Gauss Markov Theorem, Hypothesis Testing, Confidence Intervals of Estimators, Coefficient of Determination, Goodness of Fit, Application of Numerical Problems.

3. Multi-variables in Non-linear Regression Model: Multiple Variables in Non-linear Relationship, Cobb-Douglas Production Function, Demand Function, Supply Function, Fitting of Cobb-Douglas Production Function, Demand Function and Supply Function, Practical Problems.

4. Problems of Single Equation Model in Case of Multiple Linear Regression Model: Hetero-scedasticity: Meaning of Hetero-scedasticity, Nature & Sources of Hetero-scedasticity, Test for Detecting the Presence of Hetero-scedasticity, Consequences of Using OLS in the Presence of Hetero-scedasticity, Estimation Techniques of a Hetero-scedastic Model, Application to Problems.

5. Autocorrelation: Meaning of Autocorrelation, Nature and Causes of Autocorrelation, Effect of Auto-correlation, Properties of Least Squares Estimators in Case of Autocorrelation, Test for Detecting the Presence of Autocorrelation, Estimation of a Auto-correlated Model.

6. Multi-collinearity: The Nature of Multicollinearity, Nature and Sources of Multicollinearity, Consequences of Multicollinearity, Test for Detecting the Presence of Multicollinearity, Estimation Methods, and Application of Numerical Problems.

7. Hypothesis Testing: LM, LR and Wald Tests, Testing linear restrictions, Tests of Structural change, Test of model statistic, Some Concrete Examples and Application in Business.

8. Selection of a Best Regression Equation: Meaning of Selection of a Best Regression Equation, Procedures of Selecting a Best Regression Equation, and Applications.

9. Time Series Econometrics: Stationarity, Non-Stationarity, Random Walk Model, White Noise Process, AR Processes, MA Processes, ARMA Processes, ARCH Model, GARCH Model, VAR Model, and Application to Business Problems.

10. Unit-Root Problems: Stochastic Process, Brownian motion, Unit Root Tests, Dickey-Fuller Tests, Augmented Dickey-Fuller Tests & Phillips-Perron Tests, Application to Business.

11. Co-integration Analysis: Meaning of Co-integration, Error Correction Model, Causality and Vector Autoregressive Model, VECM Model, ARIMA Model, GMM, Application to Business Problems.

12. Discrete Choice Models : Logit and Probit Models, Estimation, Testing & Goodness of fit, Ordered Probit Models, Conditional and Nested Logit Model, and Application to Business.

13. Limited Dependent Variables: Truncated Distribution, Tobit Model, Selection Model and Application to Business Problems.

14. Panel Data Models: Fixed Effects Model, Random Effects Model & Practical Problems.

Books Recommended:

Wooldridge, J. M. 2016. **Introductory Econometrics: A Modern Approach**, 6th Ed., S. West. Cengage Learning, USA,.

Verbeek., Marno. 2013. **A Guide to Modern Econometrics**, 4th Edition, John Wiley & Sons, Ltd.

Baltagi, B. H. 2013. **Econometric Analysis of Panel Data**, 5th Edition, Springer, UK.

Brooks, C. 2014. **Introductory Econometrics for Finance**, 3rd Edition, Cambridge University Press, UK.

7207: MONEY, MARKET & INSTITUTIONS

ILOs: Monetary system determines the functioning of economy. This course would concentrate on that area. Specially, students would be able:

- a) to acquire a comprehensive orientation about the financial institutions;
- b) to grasp the students aware about the financial institutions' activities;
- c) to highlight the characteristics of different financial institutions and their contributions.

1. Background Discussion: Introduction to Financial Assets and Financial Market; Financial System and Financial Institutions; Nature and Role of Financial Institutions and Intermediary in the economy, Components of Financial System. Financial Market, Role of Financial Market, Components of Financial Market – Money Market, Capital Markets Call Market; Monetary Assets, Money & Capital Market Instruments. Capital Market: Versions of Capital Market – Primary, Secondary, 3rd, 4th, 5th, OTC, & Curve markets, Operation of Financial Market, Efficiency of the market.

2. Financial Assets: Real or Physical Assets & Financial Assets, Classification of Financial Assets or Securities, Financial Assets - Money, Debts & Equity instruments, Bond & Notes.

3. Financial Intermediaries or Banking Financial Institutions: Financial Intermediation & Intermediary, Role of Financial Intermediaries, Overview of Assets/Liability management for Financial Institutions – Banking & Non-Banking Financial Institutions, Financial Innovation, Financial Intermediation - Types & Behavior. Depository Intermediaries & institutions: Activities and Characteristics, Financial Inclusion.

4. Non-Depository Financial Intermediaries or Non-Banking Financial Institutions (NBFIs): Merchant Banks & Investment Banks, Insurance Companies, Investment Companies, Credit Union, Pension Fund, and other Intermediaries, Characteristics & Functions of each.

5. Risk of Intermediaries: Credit Risk, Liquidity Risk, Interest Rate & Market Risks, Operational & Technological & Risk, Foreign Exchange Risk, etc.

6. Interest Rate & Interest Rate Determination: Interest Rate; Interest Rate & its determination; Impact of Interest Rate change; Economic factors that affect interest rate determination; Theories supporting interest rate determination; Loanable fund theory, Pure Expectation theory, Liquidity Premium Theory, Segment Market Theory, etc., Structure of Interest Rates; Yield Relationship.

07. Commercial Banking: Activities of Commercial Bank; Role of Commercial Bank in the Economy, Bank's Sources & Uses of Funds, Off- Balance Sheet Activities.

08. Central Bank & Monetary Policy: Central Bank- Roles & Functions, Monetary Policy, Role of Bangladesh Bank in Monetary or Credit Control; Credit Control – Quantitative and Qualitative Methods; Bank Rate, Repurchase Agreement (Repo) & Reverse Repo.; Assessing Impact of Monetary Policy.

09. Analyzing the Behavior' of Banks and other Financial Institutions: Goals of Financial institutions, Measuring the Reward of Ownership; Financial Ratio Measures; Factors Affecting the Earnings of Financial Institutions, Interest Sensitivity Analysis.

10. Management of Financial Institutions: Key Functional areas; Problems; Management of Banks & Financial Institutions. Liquidity Management: Estimating Liquidity Need.

Lending Policy: Types of Loan, Loan Policy; Lending Process, Loan Classification.

Investment Policies: Motivation for Holding Securities, Return and Risk in the Management of Portfolio, Aggressiveness in Investment Policies; Capital Management: Measurement or Capital Adequacy, ICGR Model, Risks of Intermediaries. CAMEL Rating, Basel – I, II, & III.

11. Financial Market & Institutions in Bangladesh: NCBs, PCBs, FCBs, DFIs, Investment Banking in Bangladesh; Investment Corporation of Bangladesh (ICB)- History, Functions & Performances; Other Investment Banks - IPDC, IDLC, etc. Institutional Regulation of Markets: Functions of SEC, Performances, Problems & Prospects of DSE & CSE as Capital Market; Capital Market Indices.

Books Recommended:

Mishkin, F. S. & S. G. Eakins. 2014. "Financial Institutions and Markets". 8th ed. Pearson Publishing, USA.
Madura, Jeff. 2015. "Financial Markets and Institutions", 11th ed., South-Western College Publishing, USA.

7208: ACCOUNTING SYSTEM DESIGN

ILOs: By knowledge of this course, students will earn an in-depth understanding about the Accounting Information System (AIS) and would be able to design AIS for different organizations.

Specifically, they would be able:

a) to understand the features of AIS; b) to suggest effective AIS for organizations.

1. Introduction: Accounting Information System & Necessity to Design it, An Overview of Accounting Information System – Contents & components. The Changing Role of the Accountant-Accounting Information System-AIS and MIS-Accounting as a System-Users of Accounting Information - Management Structure-Models of Decision Making – Human Aspect of the AIS - Transaction processing – Computer Hardware and Software in AIS - Computerized Accounting System - Tools to Implement Accounting System.

2. Accounting as an Information System: Accounting as Language of the Business, Accounting is an Information System (AIS), AIS as part of Business Information System (BIS), Other Components of BIS – Management Information System (MIS), Marketing Information System (Mktg. IS), Geographical Information System (GIS), etc.

3. Different Types of Business & Relevant Information Systems: Different types of Business and ownership forms: Proprietorship firms, Joint Ventures, Cooperatives, and Corporations; Business by operational patterns: Manufacturing, Extractive, Trading, etc., Banking, Insurance – Life and Non-life or General, Ware-housing, Transporting, Promoting, etc., Firms with regional and/or global operations, MNCs. Different types of banks – Central & Scheduled and Non- Scheduled banks, especially, Commercial, Merchant & Investment Banks; Investment Companies, Credit Union, etc.

4. AIS for Companies or Corporations: Manufacturing Companies or Corporations and their information needs, AIS to prepare Financial Statements – Anytime, Interim & Final, AIS for Accounting Cycle in corporation, etc.

5. AIS for Commercial Banks: Pattern of operations in Commercial Banks (CBs), Necessity of Information in CBs, AIS in CBs.

6. AIS for Insurance Companies: Pattern of operations in Insurance Companies, Necessity of Information in Insurance Companies – Life, Non-life, Property, Aviation, etc., Reinsurance.

7. AIS for other types of Companies: Pattern of operations in Companies doing businesses in lines like Transportation, Ware-housing, Real Estate, RMGs, Air-Lines, Hotel & Restaurants, Shipping, Parcel & Freight-Forwarding, Indenting, Event Management, Consultancy Firms, Universities & Other Educational Institutions, Hospitals, NGOs, etc.

08. AIS for MNCs: AIS for MNCs, UN Organizations, etc.

09. Forms of AIS: Traditional or Paper-based AIS, Computer or IT-based AIS/ AIS for e-business, Information System customized for Accounting, ERP & AIS, etc.

10. Computer Software for AIS: Different Softwares for AIS or Computerized AIS, namely, Simply Accounting, Neural Accounting Package (NAP), Accounting Package (Acc-Pack), TALLY, TROYEE, etc., ERP & Computerized AIS, Computer Software used for AIS in Banks in Bangladesh, namely, Bexi-bank, Tally, Troyee, etc.

11. Ethics & Information Security: Computer Fraud, Ways to ensure Information Security, Databases and Data Warehouses, Social Cloud, Mobile Computing for Accounting, etc.

Books Recommended:

Khan, M. M., Advanced Accounting – Vol. II, Ideal Library, Dhaka;

Computerized Accounting, IB Corporation, Dhaka;

Different Softwares;

John Nash and Cynthia Haegy : Accounting Information Systems.

7209: ADVANCED AUDITING & ASSURANCE SERVICES

ILOs: In spite of the social importance of auditing, the underlying philosophy has largely been ignored. There has to be some explanation of the nature, purpose and possibilities of auditing and what the audit contributes to the community wealth and welfare. Today, auditors are expected not only to enhance the credibility of financial statements, but also to provide value-added services. It is evident that there is a paradigm shift and it is likely to continue shifting in the future. This course is designed to strengthen the conceptual foundation of auditing to promote understanding of the nature of the knowledge and skills that are integral part of this demand driven discipline. **Specifically, they would be able:**

- a) to understand the philosophy and advanced areas of auditing;
- b) To suggest effective auditing in large organization.

1. Auditing in Perspective: Perspectives of Auditing, Historical development, Auditing as a field of knowledge.

2. Philosophy of Auditing: Philosophy and Perspective of Auditing; Methodology & Postulates of Auditing, Social utility of auditing.

3. Concepts in Auditing Theory: Development of Conceptual Framework, Accountability, Independence, Evidence, Audit Risk, Materiality, Due Care, Fair Presentation.

4. The Principles of Auditing: The Principles of Exclusiveness, The Principles of Norms, The Principles of Judgment, The Principles of Regularity, The Principles of Persuasion, The Principles of Morality.

5. The Psychology of Information: The Structure of Data and Related Concepts, The Inference of Validity, The Pyramids of Data and Understanding.

6. The Elements of Audit Structure: The Structure of Data Pyramid, The Control of the Information Process, The Truth Value of the Surrogates, The Evaluation of Attitudes, Report Criteria. Report Details, Publicity.

7. Auditing in an Economic Framework: Agency Theory, Information Theory, The Deep Pocket Theory, Behavioural Effects of Audit, The Insurance Hypotheses.

8. Standards for Practice: General Auditing Standards (GASs) / International Auditing Standards (IASs); Bangladesh Auditing Standards (BASs); Necessity and Justification of Auditing, Standard of Ordinary Practitioner, A Conceptual Standard, Responsibility of the Auditing Profession, Professional Standards, Guidelines and Statements.

9. Quality Control: Public Confidence, Quality Control Policies, Procedures, Practice & Inspection.

10. Audit and Bureaucracy: The Organization structure. The Organizational Environment. The Organization Goals, An Extension and some Caveats.

11. Ethics in Auditing: Features of a Profession, Professional Regulation, Professional Conduct, The Auditing Profession, Ethical Guidelines, Monitoring, Supervision and Maintenance of Standards.

12. Current Issues in Auditing: New Opportunities, and challenges, Emerging areas & Global developments, Effects of new Regulations and Pronouncements, Effects of technological and market developments on audit process, Globalization of Auditing and Multinational Audit firms.

13. Current Research in Auditing: Empirical Research in Auditing, Direction of future research.

Books Recommended:

Flint, D.1988. Philosophy and Principles of Auditing. Basingstoke. Macmillan Education.

Gray, I. and S. Manson. 1989. The Audit Process. Routledge.

Gwilliam, D. 1987. A Survey of Auditing Research. Philip Allan.

Lee, T. 1993. Corporate Audit Theory. 4th Edition. London. Chapman and Hall.

Mautz, R. K. and H. A. Sharaf. 1985. The Philosophy of Auditing. Sarasota, FL. AAA, USA.

Normanton, E. I. 1966. The Accountability and Audit of Governments. Manchester University Press.

Sherer, M. and S. Turly. 1991. Current Issues in Auditing. 2nd Ed. London. Paul Chapman Publishing Ltd.

Schandl, C. W. 1978. Theory of Auditing. Houston, TE. Scholars Book Company.

Wallace, W. A. 1980. The Economic Role of Audit in Free & Regulated Markets, University of Rochester.

Master of Business Administration (MBA)
in
Accounting & Information Systems

CURRICULUM

For 18th Batch & onward

Department of Accounting & Information Systems
Faculty of Business Studies
University of Dhaka
2015-2016

MBA SYLLABUS & Coverage

Syllabus	Coverage
MBA 1 st Syllabus	1 st Batch to 6 th Batch
MBA 2 nd Syllabus	7 th Batch to 16 th Batch
MBA 3 rd Syllabus	17 th Batch to 17 th Batch
MBA 4 th Syllabus	18 th Batch to onwards

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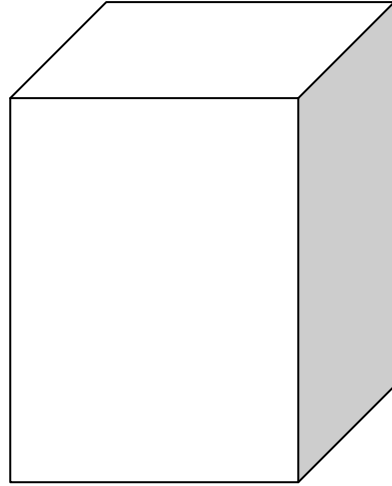
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Please note: Most of the teachers of the Department have got their individual land telephone and cell phone numbers. They have got separate email addresses too, which can be made available upon request.

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**BUSINESS EDUCATION IN BANGLADESH WITH
UNIVERSITY OF DHAKA**

1921 >	Department of Commerce					
1970 -	Faculty of Commerce					
	Accounting			Management		
1977 - >	Accounting	Management		Marketing		Marketing
1994 >	Faculty of Business Studies					
	2011					
	2012					
	2014					
	2016					
2016 >	Department of Accounting & IS					
	Department of Finance					
	Department of Management					
	Department of Marketing					
	Department of Banking					
	Department of MIS					
	Department of Int. Business					
	Department of Tourism & HM					
	Department of OSL					

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