

**Foundation Courses (Compulsory) (6 courses)**

EM-501: Principles of Management  
EM-502: Business Communication  
EM-503: Fundamentals of Accounting & Finance  
EM-504: Managerial Economics  
EM-505: Principles of Marketing  
EM-506: Business Research

**Core Courses (Compulsory) (5 courses)**

EM-507: Organizational Behavior  
EM-508: Human Resource Management  
EM-509: Project Appraisal and Management  
EM-510: SMEs and Entrepreneurship Development  
EM-511: Strategic Management

**Elective Courses**

**Major (HRM) (4 courses)**

EM- 512: Strategic Human Resource Management  
EM -513: Human Resource Planning and Staffing  
EM -514: Industrial Relations  
EM -515: Performance Appraisal and Compensation Management  
EM -516: Human Resource Development  
EM -517: Conflict Management  
EM -518: Career Planning and Development  
EM -519: Employment and Labor Laws in Bangladesh

**Or**

**Major (SIM) (4 courses)**

EM -520: International Management  
EM -521: Strategic Leadership & Innovation  
EM -522: International Marketing  
EM -523: Corporate Governance and Diplomacy  
EM -524: International Business  
EM -525: Globalization and Strategy  
EM -526: Total Quality Management  
EM -527: International Human Resource Management

#### 4.5 Program Learning Outcomes (PLO)

- PLO 1: To enrich learners for formulating, executing and evaluating strategies for informed decision making through data analytics.
- PLO 2: To build managerial skills for future management professionals and act as a major source of talent hub.
- PLO 3: To emphasise sustainability, innovation and digitalisation through research to survive and grow in the competitive business environment.
- PLO 4: To create awareness and decision making skills through the understanding of global trends, opportunities & threats along with core business concepts.
- PLO 5: To develop entrepreneurial skills, problem-solving skills and critical thinking skills to contribute both in the national and international arena.
- PLO 6: To engage in experiential learning, internships, industry-academia collaborations and case studies to bridge theory with practical applications.
- PLO 7: To develop human capital in the agile business environment.

#### Sample of OBE Based Syllabus

#### EM-501: Principles of Management

#### Part A

1. Course Code: EM-501
2. Course Title: **Principles of Management**
3. Course Type: Foundation
4. Year/Level/Semester/Term:
5. Academic Session:
6. Course Teacher/Instructor:
7. Prerequisite (if any):
8. Credit value: 3
9. Contact Hours:
10. Total Marks: 100
11. **Rationale of the Course:** Examination of management theory and provide opportunities for application of these ideas in real world situations. This examination focuses on the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied. Specific attention is paid throughout the course to the ethical implications of managerial action and inaction.
12. **Course Objectives:** To help the participants familiarize and learn the basic management functions like planning, organizing, leading and controlling in organizations. To help a deeper understanding of the principles underlying management functions and processes with particular focus on real life situations. To enlighten the participants of the expected attitude and skills required for effective and efficient managers for achieving organizational objectives. Students are expected to benefit from the course by way of

understanding the nature, process, and principles of management in organizations irrespective of career plan.

**Course Learning Outcomes:**

**CLO 1** Evaluate the global context for taking managerial actions of planning, organizing and controlling.

**CLO 2** Integrate management principles into management practices.

**CLO 3** Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.

**CLO 4** Determine the most effective action to take in specific situations.

**13. Course Learning Outcomes (CLOs) and Mapping of CLOs with Program Learning Outcomes (PLOs)**

CLO	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6
CLO 1	✓					
CLO 2		✓				
CLO 3			✓			
CLO 4			✓			

**Part B**

**14. Course plan specifying content, CLOs, co-curricular activities (if any), teaching-learning and assessment strategy mapped with CLOs.**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1-2	<b>Introduction to Management:</b> Meaning, nature, purposes, and principles of management-Need for organizations and managers-Managerial responsibility-Types of managers-Management Process-Managerial skills-Managerial roles-Concept of productivity, efficiency and effectiveness-Managerial and organizational performance.	Lecture, discussion	Assignment,	<b>CLO 1</b>

3-4	<b>Planning:</b> Nature of planning-Types of planning-Steps in planning-Tools & techniques for planning-The planning process.	Lecture,	Written examination class test/quiz, Assignment, Presentation	<b>CLO 1,</b> <b>CLO 2,</b> <b>CLO 4</b>
5-6	<b>Objectives:</b> Nature of objectives-Management by Objectives (MBO)-The process of MBO-Setting objectives-Benefits & weaknesses of MBO.	Lecture, discussion,	Written examination (broad questions), Presentation	<b>CLO 1,</b> <b>CLO 2,</b> <b>CLO 4</b>
7-8	<b>Decision Making:</b> Decision making process-Problem and opportunity finding-Nature of managerial decision making-Decision Support Systems.	Lecture, discussion, independent reading	Written examination (broad questions), Assignment	<b>CLO 1,</b> <b>CLO 3</b>
9-10	<b>Organizing:</b> Organizational structure-Division of work-Span of management-Departmentation-Line and staff-Delegation of authority-Centralization & decentralization-Coordination-Committee and group decision making.	Lecture, interactive Q&A, independent reading	Written examination, presentation, Assignment	<b>CLO 1,</b> <b>CLO 3,</b>
11-12	<b>Leading:</b> Human factors in managing-Relevant theories-Creativity and innovation-Motivation-Leadership.	Lecture, group discussion, case-study	Written examination, presentation, Assignment	<b>CLO 1,</b> <b>CLO 3,</b>
13-15	<b>Controlling:</b> Meaning and importance of control-Types of control methods-Control process-Requirements for effective controls-Information systems and control.	Lecture, independent reading	Written examination, presentation, Assignment	<b>CLO 2,</b> <b>CLO 3</b>

## Part C

### 15. Assessment and Evaluation

**Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning & Assessment Strategy:**

Teaching-Learning Strategy	Assessment Strategy
<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Brain Storming Session</li> <li>• Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>• Class Performance</li> <li>• Midterm Examination</li> </ul>
<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Brain Storming Session</li> <li>• Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>• Class Performance</li> <li>• Quiz/ Assignment</li> <li>• Midterm Examination</li> <li>• Final Examination</li> </ul>
<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Brain Storming Session</li> <li>• Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>• Class Performance</li> <li>• Quiz/ Assignment</li> <li>• Final Examination</li> </ul>

1.	<b>Assessment Strategy</b>	<ul style="list-style-type: none"> <li>• Class Attendance</li> <li>• Class Performance</li> <li>• Quizzes/Assignments</li> <li>• Midterm Examination</li> <li>• Final Examination</li> </ul>
2.	<b>Marks distribution</b>	<p><b>Continuous Assessment:</b></p> <ul style="list-style-type: none"> <li>• Class Attendance (05 marks)</li> <li>• Class Performance (05 marks)</li> <li>• Quizzes/Assignments (20 marks)</li> </ul> <p><b>Summative:</b></p> <ul style="list-style-type: none"> <li>• Midterm Examination (30 marks)</li> <li>• Final Examination (40 marks)</li> </ul>
3.	<b>Make-up Procedures</b>	<ul style="list-style-type: none"> <li>• Missed Examination</li> <li>• Retake</li> </ul>

Bloom's Category	Continuous Internal Evaluation (CIE)					Semester End Examination (SEE)
	Attend. (10)	Class Tests (10)	Assign. (10)	Mid Term 1 (15)	Mid Term 2 (15)	Final (40)
Remember		5				5
Understand		5	2	5	5	5
Apply			2	5	5	10

Analyze			<b>3</b>	<b>5</b>	<b>5</b>	<b>10</b>
Evaluate						<b>5</b>
Create			<b>3</b>			<b>5</b>

**Part D**

**16. Learning Materials**

**Recommended Book:**R.W. Griffin, Management, A.I.T.B.S. Publishers and Distributor,  
New Delhi, India.

## 4.6 DESCRIPTION OF COURSES IN BRIEF

### FOUNDATION COURSES

#### **EM-501: Principles of Management**

**Objectives:** To develop a deeper understanding about fundamental concepts and principles of management.

To develop a theoretical and conceptual understanding of traditional and contemporary management issues.

To provide managerial orientation to become future leaders familiarizing students with various management theories and models.

**Course Contents:** The course aims at providing students with the knowledge of the fundamentals of management. It includes discussions on manager's job, functions of management, management process, managerial roles and skills, traditional and contemporary management issues and challenges, scientific management, behavioral approach, human relations approach, systems approach, principles of management enunciated by Henri Fayol, the environmental context of management, planning and decision-making, organizing process, organization design, centralization and decentralization, departmentalization and bases of departmentalization, leading process, theories of leadership, power and leadership, motivation, theories of motivation, controlling process, and global context of management.

**Text Book:** Management Principles and Practices, Ricky W Griffin; Cengage learning, India,

**Reference:** Management, Stoner, Freeman and Gilbert.

#### **EM-502: Business Communication**

**Objectives:** To give an overview about importance of communication in business focusing on different forms of verbal and non-verbal communication.

To enhance basic oral and written communication skills to deal with day to day business and management activities.

To enhance an understanding and management of communication dynamics and strategies for dealing with challenges thereof.

**Course Contents:** Communication theory and its application in business, communication process, types of business communication, formal and informal communications in business, and barriers of communication. This course also covers fundamentals of business writing, Writing process, verbal and nonverbal communication, cross cultural communication, electronic communication, writing letters and memorandum, emails and other forms of virtual and electronic communications including instant messaging and short messaging. Learning to convey good news messages, bad news messages and neutral messages. Communications involving employment including guidelines for exploring employment opportunities, preparing cover letters, writing resume and CV, guidelines for employment interviews and

preparing joining, resignation and other types of letters and memorandums involving employment situations. Formalities and guidelines for preparing various short and long reports, preparing research reports.

**Text Book:** Business Communication, Kathryn Rentz and Paula Rentz, McGraw-Hill International.

**Reference:** Lesikar's Business Communication, Connecting in a Digital World.

### **EM-503: Fundamentals of Accounting & Finance**

#### **Objectives:**

To Make students familiar with the knowledge of fundamental accounting concepts and principles.

To Develop the capability of the students to perform the basic accounting functions: the recognition, valuation, measurement and recording of the most common business transactions and the preparation of accounting statements.

To understand basic issues of finance, i.e. financial decision making, role of finance in a firm and goal of financial management of a firm.

To understand and calculate time value of money, capital budgeting & value of bonds & share.

To have an idea of dividend decision of the manager, intermediate and long-term financing leasing.

**Course Contents:** This course has been designed to discuss Business activity Companies, concept and classification of accounting requirements of accounting, accounting equation-Users of accounting information, concept Steps in accounting cycle Concept of account-Types of account-Double entry accounting system-Journal-Ledger-Trial balance, Concept of Adjustments-Types. of adjustment-Reasons of adjustments-Adjusting entries, Concept of Worksheet-Reasons of worksheet preparation-Worksheet problem exercise of service company Closing Entries-Reversing entries, Income statement Balance Sheet-Correction of errors. Conceptual framework - Financial decision making - Role of finance in a firm - Goal of financial management of a firm - Finance as a discipline - Agency Theory, Basic Concept - Computing Present Values - Future values, Concept of value, Features of bond, Bond with maturity, Yield to maturity, Pure discount bond, Perpetual bond, Valuation of preference share, Valuation of Share, Perpetual growth, Zero growth. Basic concepts: The capital budgeting process - Cash flow from an investment - Introduction to the evaluation techniques, Issues in dividend theory, Dividend relevance, dividend uncertainty, dividend irrelevance, Dividend policy under market imperfections, Taxes and dividend.

#### **Text Book:**

1. Jerry J. Weygandt, Paul D. Kimmel, and Donald E. Kieso, Accounting Principles John Wiley & Sons, Inc.
2. **Financial Management:** I. M. Panday, Vikas Publishing House Pvt. Ltd.



- Reference:**
1. Belverd E. Needles, Marian Powers, and Susan V. Crosson, Principles of Accounting . South-Western, Cengage Learning.
  2. M. Y. Khan and P.K. Jain, financial Management: Text and problems, tata McGraw-hill publishing Company Limited, New Delhi.

### **EM-504: Managerial Economics**

**Objectives:**

To analyze how resources are allocated in the production of goods and services. Discuss how income is distributed among different recipients.

To describe how allocation and production efficiencies are attained in a state of fixed amount of resources, and technology.

To explain the basic principles guiding the demand and supply of commodities and how equilibrium is attained.

To explain how a representative consumer allocates his/her limited income to attain the maximum satisfaction.

To analyze how a firm allocates the limited resources in the production of goods and services to maximize profit.

To explain how firms maximize profit in different market structure (perfect competition, monopoly, monopolistic competition, oligopoly, and Duopoly).

**Course Contents:** Introduction to Economics; types of economics; concept of Microeconomics & Macroeconomics; Managerial, Economics; subject matters of Managerial Economics; etc. Demand, Direct Demand Function, Inverse demand, Supply, Market equilibrium, Changes in market equilibrium etc. Concepts and Terminology, Unconstrained Optimization, Constrained Optimization, Problem Solving Exercises, etc. Basic assumptions, Indifference curves, Budget constraint, Utility maximization, etc. Price elasticity, income elasticity, cross price elasticity, factors affecting elasticity of demand, Marginal revenue, price & demand etc. Basics of production theory, production in short and long run, relationship between short run and long run production, estimation, etc. Basics of cost in production, types of costs, cost in short and long run, relationship between short run and long run cost, cost minimization, etc. Perfect Competition (characteristics of perfect competition, price and output determination under perfect competition in short run and long run, supply curve in perfect competition, etc. Distinctions between risk and uncertainty, measuring risk and uncertainty, theory of expectation in minimizing risk and uncertainty. Theories of government regulation under market failure, externalities, etc.

**Text Book:**

1. MANAGERIAL ECONOMICS Foundation of Business Analysis & Strategy, Latest Edition, Christopher R Thomas, & S Charles Maurice; McGraw Hill Education Private Limited.
2. Managerial Economics – H. Craig Peterson & W. Cris Lewis. PEARSON Education.

**Reference:**

1. Managerial Economics – Mark Hirschey and James L. Pappas.
2. Managerial Economics – James R., McGuigan & R. Charles Moyer.

## **EM-505: Principles of Marketing**

**Objectives:** To develop an understanding of the basic concepts, principles, theories and models of marketing and their application in business.

To develop skills to understand consumers and researching markets to develop intelligence and insights for marketing decision making.

To develop skills in preparing and executing marketing plan.

**Course Contents:** The course is designed to provide an understanding of the basic concept, principles, and techniques of marketing. It covers marketing concepts, marketing philosophy, marketing environment, marketing mix, marketing segmentation, marketing positioning, product decisions, product distribution, marketing promotion, marketing research and information, consumer buying behavior, international marketing and managing the marketing effort.

**Text Book:** Philip Kotler and Gary Armstrong. Principles of Marketing.

**Reference:** Fundamentals of Marketing, William J. Stanton.

## **EM-506: Business Research**

**Objectives:** To develop an understanding of research philosophies, theories and methodologies and preparing research proposals.

To familiarize students with the qualitative and quantitative methods of business research.

To develop skills in data analysis, presentation, research reporting and using research outputs in management decision making.

**Course Contents:** The course aims at developing an understanding of the tools and techniques of conducting research. Topics broadly include: research process, research design, developing research plan, formulation and use of hypotheses, measurement and scaling techniques, questionnaire design, data collection and processing, test of reliability and validity, data analysis through uni-variate, bi-variate and multi-variate techniques and report writing.

**Text Books:** Business Research Methods, Cooper, Donald,R., Schindler, Pamela, S., McGraw Hill Education.

Business Research Methods, Zikmund, Babin, Carr and Griffin,Cenage Learning.

Business Research Methods, Bryman and Bell, Oxford University Press, UK.

**References:** *Research Methods for Business Students*, Saunders, M., Lewis, P., and Thornhill, A., (2007), Prentice Hall: Harlow.

*Qualitative data analysis: An expanded sourcebook*, Miles, M. B., and Huberman, A. M., (1994). Sage Publications: London, UK.

## **CORE COURSES:**

### **EM-507: Organizational Behavior**

**Objectives:** To familiarize students with the key issues and aspects of human behavior at work.

To enhance understanding and knowledge in various concepts, theories, and models for individual, group and organizational behavior.

To develop capability of the students to understand organizational culture and making effective decisions to enhance productivity and organizational harmony.

**Course Contents:** This course examines the nature and importance of organizational behavior with focus on individual and group behavior as well as effect of organization system on human behavior in organizations. It covers foundations of individual and group behavior, perception, values, attitudes, personality, job satisfaction, motivation, work-teams, leadership, communication, power and politics, inter-group behavior, organizational culture, and organizational dynamics.

**Text Book:** Organizational Behavior, Stephen P Robbins, Timothy A Judge.

**Reference:** Organizational Behavior human behavior at work, John W. Newstrom, Keith Davis.

### **EM-508: Human Resource Management**

**Objectives:** To familiarize students with the `people` or `human resources` aspects of management job.

To develop basic understanding about functions of HR and managing them efficiently and effectively.

To equip with the theoretical knowledge and tools and techniques of HR to contribute in the HR activities involving manpower planning to performance management.

**Course Contents:** The course focuses on the strategies of making working people more productive and satisfied, and examines what should be done to develop effective managers and staff specialists who work directly with the human resources of organizations. It covers fundamental HRM activities such as human resource planning, job analysis, job design, recruitment and selection of employees, performance evaluation and management, compensation policies and management, employee training and development, career planning, managing employee discipline, labor relations and collective bargaining, and employee safety and health.

**Text Book:** Human Resource Management, Dessler, Gary and Varkkey, Biju, Pearson.

**Reference:** Fundamentals of Human Resource Management, David A. DeCenzo and Stephen P. Robbins, John Wiley and Sons (Asia) Pte. Ltd.

### **EM-509: Project Appraisal and Management**

**Objectives:** To familiarize students with the basic ideas of project management.

To develop project planning, implementation and evaluation skills and managing projects throughout the life cycle.

To enhance project management skills involving scheduling, resource allocation and project handover and/or termination.

**Course Contents:** The course covers a wide range of issues to provide a clear understanding about how to accomplish unique outcomes with limited resources under critical time constraints, and about learning to manage projects. It deals primarily with industrial project appraisal/feasibility study, project initiation, project organization, project planning, project implementation, project evaluation and project termination. Special topics include project appraisal and managing projects in Bangladesh.

**Text Book:** Project Management, Harvey Maylor, Pearson Education.

**Reference:** Project Management: A Managerial Approach, Meredith, Jack, R.; Mantel Samuel J., Shafer, Scott M., Wiley Publications.

### **EM-510: SMEs and Entrepreneurship Development**

**Objectives:**

To develop strategic understanding of the environment and the dynamics of the Bangladeshi SMEs.

To enhance basic entrepreneurship knowledge & skills with the exposure of entrepreneurial theories and practices.

To familiarize students with developing creative ideas and preparing business plans for for transforming ideas into entrepreneurial ventures

To develop skills in creating and managing existing and new ventures.

**Course Contents:** This course has been designed to discuss the dynamics of SMEs, SME management, contributions of SMEs to the economic development of a country, opportunities and challenges faced by SMEs, along with the SME development programmes of Bangladesh. This course will also critically evaluate the relevance of innovation in the SMEs and SMEs in the context of international business. At the same time, this course will also focus on entrepreneurship theories, new venture creation process, identification and assessment of opportunities, entrepreneurial start-up strategies, business plan and management of new & existing businesses.

**Text Book:** Entrepreneurship and Small Business Management, Nicholas Siropolis, Houghton Mifflin Company, New York.

**Reference:** Small Business Management and Entrepreneurship, David Stokes & Nick Wilson, Cengage Learning EMEA.

## **EM-511: Strategic Management**

**Objectives:** To familiarize students with the strategic management process.

To develop an understanding of internal and external analysis and to carry out firm, industry and strategic group analysis for taking actions.

To enrich students' knowledge and skills with formulating and implementing functional, business and corporate level strategies.

**Course Contents:** The course has been designed as a capstone course that aims to help students become effective strategy-makers and implementers. It achieves this objective through a broad coverage of strategic management concepts and issues, strategic analysis of organizational environments, organizational strategy formulation, crafting strategy in diversified companies, implementation and evaluation of business and corporate strategies, and contemporary issues such as impact of globalization and e-commerce on strategy, formulation and implementation.

**Text Books:** Crafting and Executing Strategy: The quest for Competitive Advantage-Concepts and Cases-A. Thomson, Margaret A Peteraf, John E Gamble, A. J. Strickland and A. K. Jain, McGraw Hill.

Strategic Management: An Integrated Approach-Hill and Jones, Houghton Mifflin Company, USA.

**Reference:** Concepts in Strategic Management and Business Policy-Toward Global Sustainability-Thomas L. Wheelen and J. David Hunger, Pearson Publisher.

## **ELECTIVE COURSES:**

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

#### **EM-512: Strategic Human Resource Management**

**Objectives:** To ensure the organization's workforce is capable of meeting future staffing needs.

To indicate the importance of the business context for understanding the meaning of strategic human resource management.

**Course Contents:** The course covers strategic approach to human resource management, external and global environment for human resource, strategies for human resource acquisition and placement, corporate and human strategy, strategic human resource planning and information systems, strategies for recruitment, selection and placement, strategies for maximizing human resource productivity, total quality management and improving productivity, strategic compensation systems, strategies for effective performance appraisal systems, strategies for maintaining human resources, human resource audit, and strategies for dealing with unions.

**Text Book:** Michael Armstrong, Strategic Human Resource Management, A guide to action.

**References:** Jeffrey A. Mellow, Strategic Human Resource Management.

### **EM-513: Human Resource Planning and Staffing**

**Objectives:** To analyze and evaluate the available human resources within an organization.

To determine to obtain the kinds of needed personnel to staff various organizational positions starting from assembly line workers to chief executives.

**Course Contents:** The course deals with the importance of human resource planning; issues in human resource planning; planning model; determination of future human resource requirements; determination of future human resource availability; assessing gaps and objectives; action planning to match the gaps; human resource information system; manpower planning as the basis of recruitment, selection, training, and phasing out a system approach to annual manpower planning exercise. It also covers placement, orientation and socialization of human resources, internal movement of human resources within the organization, succession planning, etc.

**Text Book:** HR Forecasting & Planning, Paul Turner

**References:** HR Strategy and Planning, Ed Gubman, HR Planning Society.

### **EM-514: Industrial Relations**

**Objectives:** To safeguard the interest of labor and management by securing the highest level of mutual understanding and good-will among all those sections in the industry which participate in the process of production.

To avoid industrial conflict or strife and develop harmonious relations, which are an essential factor in the productivity of workers and the industrial progress of a country.

To raise productivity to a higher level in an era of full employment by lessening the tendency to high turnover and frequency absenteeism.

**Course Contents:** Management today is more vulnerable to activities of workers and unions. Besides, modern industrial relation includes cross-national and international agencies for settling labor and industrial issues. This course specifically focuses on industrial relation-its actors involved, trade unions, employers' organization and the government. It also includes issues like collective bargaining, conciliation service, employee grievances and discipline, health, safety and welfare, wage and compensation, industrial climate, commitment and efficiency.

**Text Book:** Industrial Relation-A Contemporary approach-M-Bray, S. Deeray, J. Walsh and P. Waring, Tata McGraw-Hill, New York, USA.  
Industrial Relations- Arun Monappa, Tata McGraw-Hill Publishing Inc.  
Industrial Relations, Trade Unions and labor legislation-P. R. N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, person, Nodia, India.

**Reference:** Industrial relations: Theory and Practice, Michael Salamon.

### **EM-515: Performance Appraisal and Compensation Management**

**Objectives:** To develop concepts about performance appraisal and performance management of employees of an organization.

**Course Contents:** Topics in the performance appraisal include various issues in the performance appraisal of employees in organizations including the methods of appraisal, designing of the appraisal forms and the critical issues that need to be addressed while appraising performance of employees. Compensation management covers process of developing a pay level and pay structure, designing an effective pay systems, types of pay systems, administering pay systems, issues in administering pay systems, various types of benefits and facilities to be provided to the employees.

**Text Book:** Compensation, George T Milkovich, Jerry M Newman, and Ratnam C. S. V., Tata McGraw-Hill, India.

**Reference:** Akkas, M. A, Human Resource Management, Shopnil Book House.

### **EM-516: Human Resource Development**

**Objectives:** To enhance employee skills, foster organizational learning, promote career development, improve performance management, and align HR strategies with overall business goals.

**Course Contents:** Organisational human performance is a source of long-term competitive company strength. The study of human resource development looks at the procedures and activities that affect both individual and organisational learning. Interventions that alter organisational behaviour or enhance one's capacity to do so are the main focus. Interventions in training and development can take many forms, from functional to strategic. The strategic role of HRD, individual and organisational analysis, adult learning styles, learning with technology, management education, and training for occupational fields are among the subjects covered. Techniques for group management and communication are highlighted as critical qualities for HRD professionals.

**Text Book:** Human Resource Development, From Theory into Practice, Eugene Sadler-Smith - University of Surrey, UK, Sage publications.

**Reference:** Handbook of Human Resource Development, Editor(s): Neal E. Chalofsky, Tonette S. Rocco, Michael Lane Morris.

Jon M. Werner and Human Resource Development, ISBN-13: 978-0538480994, ISBN-10: 9780538480994

### **EM-517: Conflict Management**

**Objectives:** The objective of this course is to manage conflict constructively, constructive management of conflict results in functional outcomes.

**Course Contents:** The course covers meaning and nature of organizational conflict, causes of conflicts, stages of conflict, sources of conflict, types and nature of conflicts, consequences and outcome of conflict, models of conflict, approaches to managing conflict, managing inter-personal conflict effectively, conflict management methods, conflict resolution, conflict stimulation, conflict negotiation, third parties negotiation, ethics and morality aspects to resolve conflict etc.

**Text Books:** Conflict Management and Negotiation, Lewicki, Roy J., Litterer, Joseph A., Minton, John W. and Saunders, David M., Boston, Irwin McGraw Hill Inc.

Managing Conflict in Organization, Rahim, M. Afzalur, Lonron, Quorum Books.

**Reference:** Corporate Conflict Management: Concepts and skills, Rout,E. L., and Omiko, N., Prentice Hall, New Delhi, India.

### **EM-518: Career Planning and Development**

**Objectives:** To understand the importance of career planning and development.  
To discuss the HR department's role in career planning and development.  
To discuss some of the major factors contributing to successful career development.

**Course Contents:** The course deals with the career development from the individual and organizational perspectives. It discusses the concept of career, significance, common myths about career, career concepts and models, personality characteristics, formulation of career goals and strategies, stages and tasks of the career cycle, career appraisal, work-family conflict, job stress, development of career anchors, entrepreneurial careers.

**Text Book:** Career Management, Jeffrey H. Greenhaus, Gerard A. Callanan, Veronica M. Godshalk, The Dryden Press, Harcourt College Publishers, USA

**References:** Career Decision Making, W. Bruce Walsh & Samuel H. Osipow, Lawrence Erlbaum Associate.

### **EM-519: Employment and Labor Laws in Bangladesh**

**Objectives:** To analyze employment practices, laws and their impact on employment decision-making.

**Course Contents:** It particularly focuses on relevant laws governing terms of employment and conditions of service of the workers and employees of the manufacturing and service sector industries. Emphasis is also given on relevant sections and clauses of the Bangladesh Labor Act, 2006 ( amended in 2013) with particular reference to industrial relations, unionism, collective bargaining, conciliation and adjudication services, grievance machinery and discipline procedure, working environment, compensation for accidents, payment of wages, leave entitlements, etc.

**Text Book:** Employee Training & Development, Raymond A. Noe, Sixth edition.



**Reference:** Effective Training: Systems, Strategies, and Practices, P. Nick Blanchard & James W. Thacker.

### **Major: Strategic and International Management (SIM)**

#### **EM-520: International Management**

**Objectives:** To develop international skills need to manage and negotiate across national boundaries.  
To develop concepts and skills needed to recognize and assess the significance of culture.

**Course Contents:** This course deals with the concepts of management in an international context. It covers forms of international business, environment of international management, globalization, localization, and international strategic management, organization design for international management, managing parent-subsidiary relations, cross-cultural management, organization culture, the design and management of strategic alliances, controlling international, international management practices in Bangladesh etc.

**Text Book:** International Management: Culture, Strategy and Behavior, Fred Luthans, Jonathan P Doh, Tata McGraw Hill.

**Reference:** International Management: Cross-Cultural Dimensions, Richard Mead, Blackwell.

#### **EM-521: Strategic Leadership & Innovation**

**Objectives:**

To create change agents who manage change in their sphere of influence.

To encourage a culture of innovation.

To create thought leaders who can assess a situation, gather relevant information, conduct analysis and generate novel ideas.

To lead a creative process for innovation.

**Course Contents:** This course has been designed to focus on leadership and team effectiveness. It explores the classic and contemporary theories and perspectives about leadership and innovation. The course explores the principles of strategic thinking, fostering a culture of innovation, and nurturing the talents of their team. This course will motivate the students to be able to navigate uncertainty with confidence, unlocking new opportunities and shaping a brighter future for their organization.

**Text Book:** The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future, Steven J. Stowell & Stephanie S. Mead, Wiley.

**Reference:** Leadership for Innovation: How to Organize Team Creativity and Harvest Ideas, John Eric Adair, Kogan Page Publishers.

### **EM-522: International Marketing**

**Objectives:** To analyze the environmental variables that influence international marketing.

To discuss the strategies and tactics that can lead to successful international marketing given those environmental constraints.

To highlight the more typical management decisions and problems faced, highlighting those peculiar to the international arena.

**Course Contents:** The course deals with marketing with an interdisciplinary, cross-functional perspective, where the marketer has a sound understanding of how the various functional areas interface with marketing. It also deals with global business environment-economic, cultural, and political aspects which help students to access and address local and global buyers and competitors, to analyze strategic options for organizing and entering foreign market, to organize the firm for global marketing and to research, assess, organize and present market report.

**Text Book:** International Marketing, Philip Cateora, J L Graham and P Salwan, Tata-McGraw Hill.

**Reference:** Global Marketing, Warren J. Keegan and Mark C. Green.

### **EM-523: Corporate Governance and Diplomacy**

**Objectives:** To identify issues usually addressed by corporate governance structures.

To summarize recent scandals and abuses and the regulatory reaction.

To identify the other drivers of corporate governance, such as capital markets, shareholders and rating agencies.

**Course Contents:** The course deals with concepts of corporate governance and diplomacy, system of corporate governance, influence of governance on corporate cultures and strategies, studies of linkages of corporate governance with the efficiencies and failures in international financial markets.

**Text Book:** Corporate Governance, Cornelis De Kluyver, Saylor Foundation.

**Reference:** Corporate Governance, Robert A. G. Monks & Nell Minow.

### **EM-524: International Business**

**Objectives:** To familiarize students with business across culture involving varieties of economic, political and legal systems amid globalization and free market economy.

To enhance understanding of regional economic integration and its importance in the process of globalization and free market movement.

To develop a general understanding of theories of international trade, firm and FDI and their application in international business.

To develop understanding of foreign exchange market, international monetary system, WTO and other trade bodies to enhance effective decision making.

**Course Contents:** This course aims at developing the concept of international business and management, national difference in political economy and culture, international trade theory, the political economy of international trade, entry strategy and strategic alliances, the economics of foreign exchange, issues of international economics, Bangladesh and international trade, export processing zone in Bangladesh.

**Text Books:** International Business: A Managerial Perspective, Griffin and Pustay.  
International Business, Charles W. L. Hill, McGraw-Hill Book Company, New York.

**References:** International Business: Alan M. Rugman and R. M. Hodgetts, The Pearson Education, Inc. New Jersey.  
International Business, J. Michael Geringer, Michael S. Minor, McGraw-Hill Book Company, New York.

### **EM 525: Globalization and Strategy**

**Objectives:** To address pervasiveness of globalization.

To familiarize with the students with the strategies of firm in the globalized world.

**Course Contents:** This course covers the concept of globalization, types of globalization, pervasiveness of globalization and trend in globalization. It also focuses globalization and role of World Trade Organization (WTO). It highlights general agreements on trade in services/ international rules governing trade in services, WTO and settlement of disputes, Plurilateral Trade Agreement, impact of globalization on business. This course also covers the business and functional strategies of firms due to globalization. In addition, a major focus is to cover global and globalization strategies of international firms.

**Text Book:** International Business, Environments and Operations, John D Daniels, et al, Pearson.

**Reference:** International Business; Competing in the global market places, Charles W L Hill, McGraw Hill, India.

### **EM-526: Total Quality Management**

**Objectives:** To familiarize with the key philosophy, concepts, and principles of TQM.

To review the basic theoretical underpinnings revolving customer satisfaction, employee involvement and continuous improvement.

To develop capability of the students regarding various tools and techniques of TQM and quality standards.

**Course Contents:** The course aims at providing students with a comprehensive review of the basic concepts, principles, practices, tools and techniques of TQM. Topics broadly include organizational dimensions of TQM, such as leadership, employee empowerment, customer satisfaction, cultural

transformation, organizational learning, supplier partnership; and technical dimensions, such as statistical process control, benchmarking, and many other statistical tools; TQM implementation. Special issues include ISO 9000, 14000 and 22000 series of Standards, Deming Prize, and U. S. Baldrige National Awards for Quality.

***Text Book:*** Total Quality Management, Dale H. Besterfield, Carol Besterfield-Michna, Mary Besterfield, Sacre, Glenn H. Besterfield, Hermant Urdhwareshe, Rashmi Urdhwareshe, Pearson.

***Reference:*** Total Quality Management in Action, G K Kanji, Chatman and Hall.

### **EM-527: International Human Resource Management**

***Objective:*** This course aims to familiarize the participants with the concepts and applications of HRM in multinational and cross-cultural contexts.

***Course Contents:*** It focuses on the issues like the nature of human resource management in international business, recruitment and selection of managers in international business, training and development of expatriate managers, conducting performance appraisal and determining compensation of expatriate managers, analyzing retention and turnover issues in international business, explaining basic human resource issues for non-managerial employees and labor relations in international business.

***Text Book:*** International Human Resource Management, Peter J. Dowling, Cengage.

***References:*** International Human Resource Management, (Global HRM), Dennis Briscoe & Rendall S. Schuler, Prentice Hall.