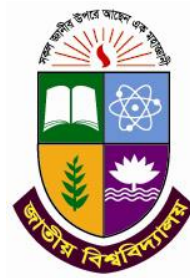


NATIONAL UNIVERSITY



Syllabus Department of Management

One Year Preliminary to Master's Course
Effective from the Session: 2016-2017

National University

Subject: Management

Syllabus for One-Year MBA (Preliminary) Course

Effective from the Session: 2016-2017

Paper Code	Paper Title	Credits
412601	Human Resource Management	4
412603	Operations Management	4
412605	Business Statistics	4
412607	Management Accounting (In English)	4
412609	Entrepreneurship	4
412611	Economics and Economy of Bangladesh	4
412613	Industrial Relations	4
412615	International Trade	4
412618	Viva-Voce	4
	Total =	36

Detailed Syllabus

Paper Code : 412601	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Human Resource Management		

1. **Introduction: Meaning-** Characteristics-Principles and evolution of HRM- Factors influencing the emergence of the concept Human Resource Management-Deference between personal management and HRM-Functions of HRM-The organization of HRM-The role of the human resource department in the HRM-Responsibilities.
2. **Job Analysis and Job Design:** Meaning –Methods and process of job analysis-Job description-Job specification-Meaning and techniques/approach of job design-Job characteristics model.
3. **HRM Policy and Planning:** Meaning-policy areas-Factors influencing the designing HRM policies-formulating or revising HRM Policies-Meaning- Importance and process of HRM planning.
4. **Recruitment and Selection:** Purpose-Role of Hr department in recruitment process-Recruitment process-Constraints-Sources and Methods of recruitment-Differences between recruitment and selection-Constraints of the selection process-Selection process-Methods and types of interview-Interview errors-Guidelines for employment interview.
5. **Training and Development:** Meaning-Importance-Objectives-Process of training-Types and methods of training-Differences between training and development-Importance of management development-The management development process-Management development methods.
6. **Career Development:** Related terms-Differences with training and development-Importance-Career stages-Responsibilities of career development-Special issues in career development-Career development for non-exempt employees-Development of personal career.
7. **Performance Appraisal:** Processes-Purposes-Methods-Appraisal-Interviews-Evaluation-Problems-Improving appraisal.
8. **Compensation Administration:** Compensation terminology-Specific actions to achieve compensation goals-Compensation policies-Factors affecting the wage mix-Wage survey methods of wage payment-Incentive wage plans.
9. **Job Evaluation:** Meaning –Differences with job analyses-Objectives-Processes and methods.
10. **Promotion:** Meaning-Objectives-Principles-Types of promotion-Demotion-Transfer-Layoff-Resignation-Termination

Books Recommended:

1. Gray Dessler : Human Resource Management

2. David A. Decenzo and Stephen P. Robbins : Human Resource Management
(Further references may be given by the Paper teacher)

Paper Code : 412603	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Operations Management		

1. **Operations Management:** Definition – Functions – Transformation process – Lifecycle approach – Relations with other specialties – Historical development.
2. **Operations Strategy:** Corporate strategy – Market analysis – Competitive priorities – Services strategy – Manufacturing strategies – Mass customization.
3. **Product Design and Process Selection:** Product design and development sequence – Origin of the product idea – Process selection – Process automation – Process flow design – Service system design matrix – Service blueprinting.
4. **Capacity** – Location and layout.
5. **Quality Management:** Role – Elements of TQM – Cost – Planning and control tools – SPC.
6. **Inventory Systems:** Definition – Purposes – Types – Costs – Independent versus dependent demand – Basic model types – EOQ – MRP – Purposes – Objectives, and philosophy – Master production schedule – capacity requirements – Manufacturing resources.
7. **Job Design:** Re-engineering and work measurement.
8. **Operating Decisions:** Aggregate planning – Resource planning – Linear programming – Forecasting – Scheduling – Lean systems – Supply chain management.
9. **Operations Management in Bangladesh:** Nature of manufacturing and services in Bangladesh with special reference to small and cottage industries, management practices in ready – made garments sector, types and quality of support services available.

Books Recommended:

1. Krajewski and Ritzman : Operations Management
 2. Chase and Aquilano : Production and Operations Management
 3. Panneerselvan : Production and Operations Management
- (Further references may be given by the Paper teacher)*

Paper Code : 412605	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Business Statistics (In English)		

- 1. Introduction:** Definition, Importance and scope, Limitations, Types of Statistical Methods, Data, Types of data, Sources of data. Classification of data, Organizing data Using data array, Tabulation of data, graphical presentation of data, types of diagrams.
- 2. Measures of Central Tendency:** Objectives of averaging, Requisites of a measure of central Tendency, Measures of Central tendency, Mathematical averages, Geometric mean, Harmonic mean, Averages of position, partition values, Mode, Relationship between mean, median, and mode-comparison between measures of central tendency.
- 3. Measures of Dispersion:** Significance of measuring dispersion-classification of measures of dispersion-distance measures-average deviation measures. Measures of Skewness and Kurtosis.
- 4. Probability and Probability Distributions:** Concepts of probability-definition of probability-combinations of permutations-Rules for probability and algebra of events-Bayes' Theorem-Probability distributions-expected value and variance of a random variable-Discrete Probability distributions-continuous probability distribution.
- 5. Sampling and Sampling Distributions:** Reasons of Sample Survey-Population parameters and sample statistics-Sampling Methods-Sampling distributions-Sampling distribution of Sample mean-Sampling distribution of sample proportion.
- 6. Hypothesis Testing:** General procedure for Hypothesis Testing-Direction of the Hypothesis Test-Errors in Hypothesis Testing-Hypothesis Testing for Single population mean-Hypothesis Testing for difference between two population means-Hypothesis testing for single population proportion-Hypothesis testing for population mean with small samples-Hypothesis testing based on F-Distribution.
- 7. Correlation and Regression Analysis:** Significance of measuring correlation-Correlation and causation-Methods of correlation Analysis-Spearman's Rank correlation coefficient. Understanding Regression analysis and its advantages-Parameters of Simple linear Regression model-Methods to determine Regression co-efficients.
- 8. Forecasting and Time Series Analysis:** Understanding Forecasting-Forecasting Methods-Time series analysis-time series decomposition Models-Trend projection methods- Quantitative forecasting methods-Measurement of Seasonal effects-measurement of cyclical variations-Residual Method-Measurement of Irregular variations.
- 9. Index Number:** Understanding index number-types of Index numbers-Characteristics and Uses of index numbers-Methods for construction of Price indexes-unweighted price indexes-weighted price indexes-Quantity or Volume indexes-Value indexes-Tests of Adequacy of Indexes-Chain Index-Consumer Price indexes.

Books Recommended:

1. Bruce L, Bowerman, Richard T.O. Connel, Michael L, Hand : *Business Statistics in Practice.*

Paper Code : 412607	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Management Accounting (In English)		

1. **Introduction:** Definition of Management Accounting and Its Relation with Financial and Cost Accounting, Management Accounting and Decision Making, Importance of Ethics, Management Accounting in Service and Nonprofit Organizations, Cost-Benefit and Behavioral Considerations, Management Process and Accounting, Planning and Control for Product Life Cycles and the Value Chain, Career Opportunities in Management Accounting, Changes in Business Processes and Management Accounting, Management Accounting Profession.
2. **Cost Concepts and Classifications:** General Cost Classifications- Cost Classifications on Financial Statements - The Flow of Cost in a Manufacturing Company- Cost Classifications Predicting Cost Behavior- Cost Classifications for Decision Making.
3. **Absorption and Variable Costing:** Variable and Absorption Costing, Variable vs. Absorption Costing: Operating Income and Income Statements, Absorption Costing and Performance Measurement, Comparing Inventory Costing Methods: Absorption, Variable, & Throughput/Super-Variable Costing, and Actual, Normal & Standard Costing; Denominator-Level Capacity Concepts and Fixed-Cost Capacity Analysis, Choosing a Capacity Level for different purposes, Planning and Control of Capacity Costs.
4. **Cost-Volume-Profit Relationships:** Identifying Resources, Activities, Costs, and Cost Drivers, Variable and Fixed Costs, CVP Analysis: Computing the Break-Even Point (BEP), Graphing the BEP, Changes in Fixed Expenses, Changes in Unit Contribution Margin, Target Net Profit and an Incremental Approach, Multiple Changes in Key Factors; Additional Uses of CVP Analysis: Best Cost Structure, Operating Leverage, Margin of Safety, Contribution Margin and Gross Margin; Nonprofit Application of CVP Analysis, Sales-Mix Analysis, Impact of Income Taxes.
5. **Relevant Costs for Decision Making:** Management's Decision-making Process- Identifying Different Costs and Benefits- Different Costs for Different Purposes-The Incremental Analysis Approach-Types of Incremental Analysis- Accept an Order at a Special Price-Make or Buy-Sell or Process Further-Retain or Replace Equipment-Eliminate an Unprofitable Business Segment-Allocate Limited Resources.
6. **Budgeting and Budgetary Control:** Budgets and the Organization; Potential Problems in Implementing Budgets, Planning Horizon (Strategic Plan and Long-Range Planning); Types of Budgets: Master Budget (Pro Forma Statements) and Continuous Budgets (Rolling Budgets); Components of a Master Budget: Operating Budget/Profit Plan (Sales budget, Purchases budget, Cost of goods sold budget, Operating expenses budget, Budgeted income statement), and Financial budget (Capital budget, Cash budget, Budgeted balance sheet); Preparing the Master Budget; Activity-Based Master Budgets (Functional Budgets and Activity-Based Budgets).

7. **Flexible Budget:** Flexible Budget and Fixed Budget-Characteristics of Flexible Budget-Advantages of Flexible Budget-Segregation of Semi-variable Cost-Preparation of Flexible Budget.
8. **Standard Costing:** Concepts-Standards and Budgets-Advantages of Standard Costing-Analysis of Material, Labor and Overhead Variances.

Books Reference:

1. C. T. Horngren, G. L. Sundem, W. O. Stratton, J. Schatzberg, and D. Burgstahler. *Introduction to Management Accounting* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.
2. Ray H. Garrison, Eric W. Noreen, and Peter C. Brewer. *Managerial Accounting* (Latest Edition). Boston: McGraw-Hill & Irwin.
3. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan. *Cost Accounting: A Managerial Emphasis* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.

Paper Code : 412609	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Entrepreneurship		

1. **Introduction to Entrepreneurship:** Meaning of entrepreneurship, entrepreneur and entrepreneurship-historical background of the concept of entrepreneurship-entrepreneurial process-causes for interest in entrepreneurship, climate for entrepreneurship-establishing entrepreneurship in the organization-types of entrepreneurship-classification of entrepreneurs-entrepreneur background and characteristics-common qualities of an entrepreneur-role of entrepreneurs in developing countries like Bangladesh-entrepreneurial careers and education-ethics and social responsibility of entrepreneurs-need for the study of entrepreneurship-methods of assessing self-entrepreneurial qualities-Theories of Entrepreneurship: Psychological theories, socio-psychological theories and cultural theories, other theories and models of entrepreneurship.
2. **Entrepreneurial Environment and Business Opportunity Identification:** Analysis of business environment-political, economic, legal and technical aspects of environment, environmental scanning procedure, SWOT analysis, techniques of environmental analysis.
3. **Entrepreneurial and Small Business:** Definition of small business, its comparison with large business, features of small business, stages of small business development, role of small business, reasons for success and failure of small business.
4. **Planning of Small Business:** Definition, importance, uses and features of a business plan, steps to develop a business plan, pitfalls to avoid in making business plan.
5. **Financing Small Enterprise:** Planning financial needs, using capital in small business, sources of finances for small firms, working capital and request for institutional loan.

6. **Creativity and Marketing Idea:** Sources of new ideas-innovation and new product development process, production process, production elements and plan, production control process, marketing process and Marketing Plan.
7. **Entrepreneurship and Small Business Development in Bangladesh:** Entrepreneurship development potentiality, need for training and development, problems of organizing entrepreneurship development training, role of SME Foundation, BSCIC and other organization under the entrepreneurship and small business development in Bangladesh-Entrepreneurship Case Analysis. Women Entrepreneurship in Bangladesh.
8. **Business Documents Collection Procedure and Maintenance:** Issuing trade License, collecting TIN Number, VAT registration, Opening Business account with bank and other non-banking financial institutions, collecting association membership, partnership agreement, registration of joint stock companies, registration of cooperative society, registration of foundation, registration of NGO-IRC, ERC, Opening a L/C, Export Documentations-Import documentations-Insurance-fire-environment-Intellectual Property- Trademarks, Patents, Copyrights and Trade Secrets, and other relevant business documents collection procedure and maintenance.
9. **Writing a Business Plan:** Assignment for Internal Evaluation (Marks: 20)

Books Recommended:

1. Dr. AHM Habibur Rahman : Entrepreneurship (Latest Edition)
2. Robert D. Hisrich & Others, 6th Edition, McGraw Hill.

Paper Code : 412611	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Economics and Economy of Bangladesh		

1. **Nature and Scope of Economic Law:** Normative and positive economics-Utility-Law diminishing marginal utility.
2. **Theory of demand-** Theory of supply.
3. **National Income Accounting:** Concepts and measurement of GNP, NNP and GDP- National and real national income.
4. **Economic Development:** Concepts of development and underdevelopment-Economic growth and economic development- Methods and processes and determinants of development of Bangladesh.
5. **Main Characteristics of Bangladesh Economy-**Causes of low per capital income and low standard of living in Bangladesh-Measures to increase per capital income- Non economic problems of Bangladesh.
6. **Resources for Development:** Internal and external resources-Private and public resource-Methods for mobilization of domestic resources-Role of foreign aid- Foreign capital in economic development.

7. **Agricultural Development of Bangladesh:** Modernization-Problems and solutions.
8. **Industrial Development of Bangladesh:** Economic planning in Bangladesh-Foreign Trade of Bangladesh.

Books Recommended:

1. R.M. Henderson and R.E. Quert : Micro Economic Theory.
2. J.L. Hanson : A Text Book of Economics.
3. Dornbuscin Fishen : Macro Economic.
4. Khan Azizur Rahman : The Economy of Bangladesh.
5. A.R. Khan : Economic Development of Bangladesh.

Paper Code : 412613	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	Industrial Relations		

1. **An Overview of Industrial Relations:** Definition-Objectives-Nature of Industrial Relations Model-Factors affecting the patterns of industrial relations- actors in industrial relations.
2. **Trade Union Movement:** Historical analysis-Type of trade union management and leadership in Bangladesh.
3. **Employers and Their Organization:** Employers' styles in dealing with workers- a profile of Bangladeshi employers, Objectives and functions of Chambers of Commerce and Industries and Industries Bangladesh Employers' Association.
4. **Collective Bargaining:** Purpose-Process-Pre-requisite of effective bargaining Successful collective bargaining -Collective bargaining agent-Determination of CBA.
5. **Role of Government:** Government role in different areas of industrial relations- Formulation of labour politics- Labour legislation -Interventions in wages issues- Service regulations- Dispute resolution.
6. **Conciliation Service:** Organization and operation subjective and objective conditions of conciliation in Bangladesh. Adjudication Machinery: Organization and operation of labour courts - Problems encountered.
7. **Participative Management and Industrial Democracy's:** Determinants- German and Yugoslavian experiences, Experience in Bangladesh.
8. **Bangladesh and ILO:** Objectives, structure and finance of ILO - Impact of ILO on the labour scene of Bangladesh.

Books Recommended:

1. Sloyed G. Reynold : *Labour Economics and Industrial Relation*
2. J.H. Richardson : *An Introduction to the Study of Industrial Relation*
3. R. Hyman : *Industrial Relations*

Paper Code : 412615	-----	Credits : 4	Class Hours : 120 hrs.
Paper Title :	International Trade		

1. **Definition of International Trade:** Importance of international trade in the world economy - Trend of international trade with reference to Bangladesh.
2. **International Trade and the Theory of Comparative Advantage:** Economic basis for international Trade- The source of international trade - The principle of comparative advantage, Economic gain from trade, Effects of trade quotas - Heckscher Ohlson Theorem.
3. **Protectionism and Free Trade:** Arguments/Economics of protectionism - Instruments of protectionism - Multilateral trade negotiation-Removing barriers to free trade- GATT as an initiative for liberalizing trade.
4. **The Economics of Foreign Exchange:** Balance of international trade- International financial system.
5. **International Trade Transactions:** International transfer of bank deposits resulting from international transactions- How foreign trade is carried out - Export and import transactions.
6. **Foreign Exchange Markets:** Equilibrium exchange rates - Determinants of foreign exchange rate- Nominal and real exchange rates-Appreciation and depreciation of currencies-International balance of payments -Current accounts, capital accounts.
7. **Issues of International Economics:** The Bretton Woods System -The International Monetary Fund (IMF)- The World Bank (WB)- World Trade Organization (WTO).
8. **Bangladesh and International Trade:** Bangladesh position in the community of Developing countries-Trade intensity and terms of trade of Bangladesh with the SAARC countries- trends and composition of exports and imports of Bangladesh- Major trade partners of Bangladesh.
9. **Export Processing Zones in Bangladesh:** Bangladesh Export Processing Zone Authority (BEPZA)- Reason for setting EPZs in Bangladesh- Performance of the EPZ in Bangladesh.

Books Recommended:

1. G.Jepma and A : International Trade, A Business Perspective
Rhoen
2. Paul Krugman : International Economics
3. Steven Husted : International Economics
4. P.H. Lindert : International Economics
5. K.K. Dewett : Modern Economic Theory
6. Ricky W. Griffin : International Business: A Managerial Perspective

Paper Code : 412618	-----	Credits : 4	
Paper Title :	Viva-Voce		