

DEPARTMENT OF BUSINESS ADMINISTRATION
SONARGAON UNIVERSITY (SU), DHAKA
FACULTY: BUSINESS

PROGRAM: 1-YEAR MBA

REVISED OBE SYLLABUS
By Departmental Syllabus Committee

Duration (minimum): 1-Year (3 Semesters) + 12 Weeks (Thesis)

Maximum Period of Completion for the Program: 2 (Two) Years

Admission Requirements: (See also Art. 17-b)

- (i) The candidate must have at least 2nd division or minimum GPA 2.50 out of 5.00 in both SSC and HSC or equivalent public examinations as suggested by UGC.
- (ii) 4-Year BBA Degree with minimum CGPA of 2.50 out of 4.00.

Guide line for Classes and Examinations in a Semester:

Total Class in a Semester = 14 weeks

Recess before Mid-Semester and Semester Final Exams = 2 weeks

Time for Mid-Semester and Semester Final Exams = about 4 weeks

Publication of Results + Inter-Semester Recess = 2 weeks

Minimum Requirements for the Degree:

- (i) Completion of 39.00 credits
- (ii) Passing all courses individually and maintaining a minimum CGPA of 2.50 out of 4.00.

Evaluation System:

Continuous Assessment	= 30%
Mid-Semester Exam.	= 30%
Semester Final Exam.	= 40%

Continuous Assessment = Class Tests + Assignments/Quiz + Attendance and Class Performance.

Grading System:

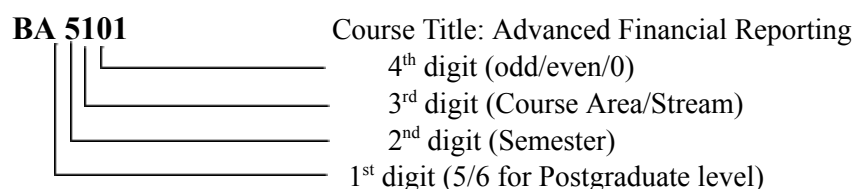
Numerical grade	Letter Grade	Grade point
80% or above	A+ (A plus)	4.00
75% to less than 80%	A	3.75
70% to less than 75%	A- (A minus)	3.50
65% to less than 70%	B+ (B plus)	3.25
60% to less than 65%	B	3.00
55% to less than 60%	B- (B minus)	2.75
50% to less than 55%	C+ (C plus)	2.50
45% to less than 50%	C	2.25
40% to less than 45 %	D	2.00
Less than 40%	F	0.00

Course Designation and Course Code Numbering Systems:

Each course is designated by a two to four letter code (e.g. BA) identifying the course offering department followed by a four- digit number with the following criteria:

- BA defines the departmental identification code (Business Administration).
- The first digit will correspond to the Postgraduate level, denoted by digit 5 or 6.
- The second digit will correspond to the Semester (1 for 1st semester and 2 for 2nd semester) in which the course is normally taken by the students.
- The third digit will correspond the departmental course of any area/stream/option.
- The fourth or last digit designates the course type (odd digit for theory, even digit for sessional and for sessional courses without theory. If there are no sessional courses, then both odd and even digits can be used for theory courses.
- There is a blank space between departmental code BA and first digit.

Example for a Typical Course Code No.:



N.B.: (1) Project & Thesis (or only Thesis) course shall be designated by the departmental identification code followed by 5000 (viz. BA 5000) applicable for 12 (twelve) weeks after completing all taught courses.

(2) Teaching for the courses is reckoned in credits and the credits allotted to various courses will be determined by the ACPG (Academic Committee of Postgraduate) with the following guidelines:

Sl.	Type of Course	Contact Hour/week	Credit
(i)	Theory/Lecture (Taught)/ Seminar (Discussion)	1.0	1.00
(ii)	Tutorial/ Practice/Technical Systems	1.0	1.00
(iii)	Independent Lab/Sessional/Design/ Special Study Elective (Studio)	1.5	0.75
		2.0	1.00
(iv)	Project & Thesis/Thesis/ Dissertation	2.0	1.00
(v)	Design Studio	1.5	1.00
(vi)	Field Work/Field Survey	2 weeks of field work	1.00
(vii)	Industrial Attachment (after completion of all courses)	One to Three months	As per approved by UGC
(viii)	Internship (after completion of all courses)	As per approved by UGC	As per approved by UGC
(ix)	Internship (within study period) #	As per approved by UGC	Non-credit (For B. Arch)

N.B.: 1.0 contact hour = Lecture of 50 minutes.

Outcome-Based Curriculum

Part A

1. **Title of the Academic Program:** 1-Year MBA
2. **Name of the University:** Sonargaon University (SU)
3. **Vision of the University:**

To become a Center of Excellence comparable to the best in the world for producing professionals who shall be leaders in technology, innovation, entrepreneurship and management.

4. **Mission of the University:**

Mission 1: The mission of this University as a young research university is to achieve the highest standards of international excellence in research and teaching, while also fully meeting its distinctive responsibilities as the country's sole private institution of higher education.

Mission 2: The University students and staff have the opportunity to develop the skills, judgement and independence necessary to be engaged citizens and to assume active leadership roles in societal and economic life.

Mission 3: The production of knowledge, which will always remain the prime mission of a university, implies creativity enhancing conditions allowing a focus on the essentials, as it needs the freedom to experiment and to devise innovative, special and disruptive solutions.

Mission 4: It provides a unique forum for the development of the cultural, political and social dialogues that are the lifeblood of a mature democracy.

Mission 5: The University develops activities in fields that contribute to priority areas of national social and economic development, for the benefit of the competitiveness of Bangladesh.

5. **Name of the Program Offering Entity:** Department of Business Administration, Faculty of Business
6. **Vision of the Program Offering Entity:**

Becoming global partner in business education through achieving excellence in teaching, research, innovation and community service to ensure sustainable growth in entrepreneurship, businesses and economy of the country.

7. **Mission of the Program Offering Entity:**

- i. To strive constantly providing in-depth subject knowledge to the students so that they can add value to the existing treasures of business arena.

- ii. To stimulate lateral thinking and a spirit of enquiry among our students so that they can look from a different perspective through a creative approach.
- iii. To provide business education in order to prepare future business leaders who will be capable of facing the present economic challenges resulted from globalization of business and playing instrumental role for accelerating the economic growth of the country.
- iv. To produce professional human capital to fulfill the market needs through sustainable innovative business education and research with the highest ethical values.

8. Objectives of the Program Offering Entity:

- i. To deliver need-based education with up-to-date business and management expertise in order to give students developed knowledge and capabilities.
- ii. To provide future business leaders with a theoretical and practical business education that includes understanding of industry collaboration and problem-solving.
- iii. To promote and investigate scientific research in business and economics to aid national economic development.
- iv. To provide students with managerial abilities to satisfy market demands.
- v. To provide students with the abilities to operate both individually and collaboratively.
- vi. To produce students who are morally upright and who have a great desire to provide accurate and honest service.

9. Name of Degree: 1-Year MBA

10. Description of the Program

The Department of Business Administration offers One year graduate program titled Executive Master of Business Administration (MBA). BBA graduates can obtain their MBA while keeping their current jobs and pursuing higher education by enrolling in an MBA program. The majority of MBA students have a BBA and are experienced professionals with work experience before beginning the program. Students will graduate from this program with the knowledge and abilities needed to identify, frame, and address business problems in accordance with established performance, cost, time, safety, and other quality goals and objectives. This program also places a focus on projects based on industry and research, which would improve their abilities to become effective professionals for overall development.

11. Graduate Attributes

Graduate Attributes related to core knowledge:

- Business knowledge

- Job experiences
- Business analysis
- Real life problem solving
- Conduct investigations of complex problems

Graduate Attributes related to Skills:

- Modern tool usage
- Environment and sustainability
- Communication
- Project management and finance

Graduate Attributes related to behavior

- Ethics
- The business and society
- Individual and team work
- Lifelong learning

12. Program Educational Objectives (PEOs)

PEO 1: To ensure that our graduates are qualified professionals in the business world.

PEO 2: Prepare our graduates to be future leaders, business owners, and professionals in the public and the private sectors.

PEO 3: Develop the lifetime learning and advanced knowledge skills of our graduates.

PEO 4: Prepare our graduates to access into the regional and global workforce by providing them with the necessary skills.

13. Program Learning Outcomes (PLOs)

Students will be able to:

PLO-1: Improve the existing knowledge and comprehension of the essential elements of business and commerce.

PLO-2: Apply the theoretical and practical information that a graduate learned from this curriculum to concerns and issues that have to do with economic and financial environments.

PLO-3: Investigate complicated and real-world issues to produce innovative answers in circumstances requiring decision-making.

PLO-4: Utilize academic analyses and secondary sources of information to carry out independent learning and problem solving.

PLO-5: Take part in events to advanced knowledge, expertise, and abilities while staying current with

advances in your field of work.

14. Mapping mission of the university with PEOs

PEOs	Mission 1	Mission 2	Mission 3	Mission 4	Mission 5
PEO 1	√		√		
PEO 2		√			
PEO 3	√			√	
PEO 4			√	√	√

15. Mapping PLOs with PEOs

PLOs	PEO1	PEO2	PEO3	PEO4
PLO1	√	√		
PLO2	√		√	
PLO3	√			
PLO4	√			√
PLO5	√	√	√	√

16. Mapping Courses with the PLOs

1-Year MBA

Course Code	Course Title	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
BA 5101	Advanced Financial Reporting					√
BA 5102	Advanced Research Methodology					√
BA 5103	Corporate Tax Planning	√		√		
BA 5104	Organization Strategy and Leadership	√	√	√		
BA 5201	Advanced Financial Management		√	√	√	
BA 5202	Strategic Marketing	√		√	√	
BA 5311	Small Business Management	√			√	
BA 5312	Total Quality Management		√	√		
BA 5313	Organizational Development and Change		√		√	
BA 5314	Management Science Applications in Business	√		√	√	
BA 5321	Human Resource Planning	√		√		
BA 5322	Compensation Management	√	√			
BA 5323	Industrial Law and Labor Relations	√	√			
BA 5324	Training and Development Management		√	√		
BA 5331	Accounting Information Systems			√		√

BA 5332	Advanced Auditing			√		√
BA 5333	Advanced Taxation			√	√	√
BA 5334	International Accounting Standards	√		√		√
BA 5341	Corporate Finance	√	√	√	√	
BA 5342	Investment Analysis and Portfolio Management	√				
BA 5343	Bank Management			√		
BA 5344	Financial Market and Institutions	√		√		
BA 5351	Consumer Behavior	√		√		
BA 5352	Brand Management and Strategy			√		√
BA 5353	International Service Marketing		√			√
BA 5354	Marketing Research		√		√	√
BA 5361	Advanced Programming Concepts	√	√			
BA 5362	Networking and Operating System	√	√			√
BA 5363	Database Systems			√		√
BA 5364	E-Commerce and Web Programming				√	√
BA 5371	Sourcing and Operations in Procurement and Supply Chain Management	√		√		
BA 5372	Inventory and Logistics Operations	√		√		
BA 5373	Strategic Supply Chain Management	√		√		
BA 5374	Managing Contracts and Relationships in Procurement and Supply Chain Management				√	√
BA 5001	Comprehensive Viva-Voce			√	√	
BA 5000	Thesis (Report & Defense)					

Part B

17. Structure of the curriculum:

a) **Duration of the program:** Year: 1.0 Semester: 3

b) **Admission Requirements:**

Admission Requirements:

- (i) The candidate must have at least 2nd division or minimum GPA 2.50 out of 5.00 in both SSC and HSC or equivalent public examinations as suggested by UGC.
- (ii) 4-Year BBA Degree with minimum CGPA of 2.50 out of 4.00.

c) **Total minimum credit requirement to complete the program:** 39.00

d) **Total class weeks in a semester:** 14

e) **Minimum CGPA requirements for graduation:** 2.50

f) **Maximum academic years of completion:** 2

g) **Category of Courses:**

Categories of Courses	Credits
Core Courses	18.00
Major Courses	12.00
Comprehensive Viva-Voce	03.00
Thesis	06.00
Total	39.00

18. SEMESTER-WISE SUMMARY OF COURSES TO BE OFFERED

1st Semester

Sl.	Course Code	Course Title	Contact hrs./week	Credits
1	BA 5101	Advanced Financial Reporting	3.0	3.00
2	BA 5102	Advanced Research Methodology	3.0	3.00
3	BA 5103	Corporate Tax Planning	3.0	3.00
4	BA 5104	Organization Strategy and Leadership	3.0	3.00
			12.0	12.00

Contact hours: 12.0 hrs./week

No. of theory courses: 4

Total credits: 12.00

2nd Semester

Sl.	Course Code	Course Title	Contact hrs./week	Credits
1	BA 5201	Advanced Financial Management	3.0	3.00
2	BA 5202	Strategic Marketing	3.0	3.00
3		Major-I	3.0	3.00

4		Major-II	3.0	3.00
			12.0	12.00

Contact hours: 12.0 hrs./week

No. of theory courses: 4

Total credits: 12.00

3rd Semester

Sl.	Course Code	Course Title	Contact hrs./week	Credits
1		Major-III	3.0	3.00
2		Major-IV	3.0	3.00
3	BA 5001	Comprehensive Viva-Voce	-	3.00
4	BA 5000	Thesis (Report & Defense)	12.0	6.00
Total			18.0	15.00

Contact hours: 18.0 hrs./week

No. of theory courses: 2

Total credits: 15.00

(Students will have to select all courses of any major option from I to VII below)

Major Options	Course Code	Course Title	Contact hrs./week	Credits
I Management	BA 5311	Small Business Management	3.0	3.00
	BA 5312	Total Quality Management	3.0	3.00
	BA 5313	Organizational Development and Change	3.0	3.00
	BA 5314	Management Science Applications in Business	3.0	3.00
II Human Resource Management	BA 5321	Human Resource Planning	3.0	3.00
	BA 5322	Compensation Management	3.0	3.00
	BA 5323	Industrial Law and Labor Relations	3.0	3.00
	BA 5324	Training and Development Management	3.0	3.00
III Accounting & Information Systems	BA 5331	Accounting Information Systems	3.0	3.00
	BA 5332	Advanced Auditing	3.0	3.00
	BA 5333	Advanced Taxation	3.0	3.00
	BA 5334	International Accounting Standards	3.0	3.00
IV Finance	BA 5341	Corporate Finance	3.0	3.00
	BA 5342	Investment Analysis and Portfolio Management	3.0	3.00
	BA 5343	Bank Management	3.0	3.00

	BA 5344	Financial Market and Institutions	3.0	3.00
V Marketing	BA 5351	Consumer Behavior	3.0	3.00
	BA 5352	Brand Management and Strategy	3.0	3.00
	BA 5353	International Service Marketing	3.0	3.00
	BA 5354	Marketing Research	3.0	3.00
VI Management Information Systems	BA 5361	Advanced Programming Concepts	3.0	3.00
	BA 5362	Networking and Operating System	3.0	3.00
	BA 5363	Database Systems	3.0	3.00
	BA 5364	E-Commerce and Web Programming	3.0	3.00
VII Supply Chain Management	BA 5371	Sourcing and Operations in Procurement and Supply Chain Management	3.0	3.00
	BA 5372	Inventory and Logistics Operations	3.0	3.00
	BA 5373	Strategic Supply Chain Management	3.0	3.00
	BA 5374	Managing Contracts and Relationships in Procurement and Supply Chain Management	3.0	3.00

Contact hours: 12.0 hrs./week
Total credits: 12.00

No. of theory courses: 4

19. Description of all courses of the program

BA 5101 Advanced Financial Reporting

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course covers advanced financial reporting issues and accounting methods for company accounting. It introduces different types of inter-entity relationships and related accounting issues and accounting treatments. Students will learn how to prepare, read, analyze and evaluate the consolidated financial statements based on the guidelines provided under the relevant Accounting Standards.

Course Content:

Accounting for fair value: The Principal market, The most advantageous Market, Market Approach, Income approach. Advanced analysis and interpretation of financial statements: A Framework for Financial Statements Analysis, The Role of Earnings in the Capital Markets, The Information

Content of Financial Statements, The Determinants of Accounting Quality and a Framework for Assessing Accounting Quality, what is Income? Measuring and Reporting Financial Performance, Case studies: Twitter, Cisco. Financial instruments: The course consists of five topics: Introduction to Financial Markets, Modern Portfolio Theory, Debt and Equity Markets, Derivative Assets, Achieve Investment Management, Intangible assets: Learning Objectives, Introduction, Goodwill, Goodwill Amortization, Intangible Assets Other than Goodwill, Internal-use Software, Website Development Costs, Patents, Intangibles Disclosure Revenue recognition: Identify the evaluation criteria for a contract, the components of the transaction price, and when a contract modification triggers treatment as a new contract, Recognize the accounting treatment pertaining to customer acceptance clauses, rights to acquire additional goods, donations, asset repurchases, and breakage, Recognize the situations under which contract liabilities occur, and when disaggregation is used, Note the methods used to control which third parties are recognized as customers, and to control the use of justification documents for standalone pricing. Accounting in specialist sectors: Understanding the concepts, The Government—what types of Entities, Concepts underlying the Government’s financial System, Purchase/Ownership, Inputs, outputs, Outcomes, Departmental/non, Departmental, Capital/expense, the accountability framework, understanding financial information, Accounting reports and how they can help you manage your resources. Liquidation and Reconstruction: The course will cover the following key areas, Commercial reasons for Reconstructions, Defining a Reconstruction, Main reconstruction reliefs, SDLT and stamp duty issues, The use of s110 Insolvency Act 1986 (liquidation) Reconstructions, Statutory Demergers, Reduction of capital schemes.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Understand, explain and critically evaluate the principles underlying the accounting of complex transactions relating to business combinations, group reporting, foreign currency translation and accounting for financial instruments.

CLO 2: Understand the objective of financial reporting.

CLO 3: Undo transactions at a legal entity level and re-enact consolidation and equity accounting entries for the economic entity

CLO 4: Translate foreign currency financial statements and foreign currency balances and transactions

CLO 5: Recognize, measure and analyze the effects of financial instruments on the financial statements

Course Learning Outcomes (CLO)	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1	√	√			
CLO 2		√	√		
CLO 3	√		√		√
CLO 4		√		√	
CLO 5		√		√	√

Overall	√	√	√	√	√
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Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 4- CLO 8	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5102: Advanced Research Methodology

Credits: 3.00

Contact hours: 3.0 hrs.

/week.

Rationale of the Course:

This course will also introduce the techniques of problem identification, the tools of data analysis, the methods of evaluating possible alternative decisions and the process of selecting the best alternative for making the best decisions, reducing the risk of uncertainty to a marked extent.

Course Content:

Introduction: Definition of business research, Types of research, the language of research, steps of research process, Significance of research to the managers, Methods of doing social research: inductive and deductive, Ethics in business research. Research Design, Classification of research design, Secondary data searches, Qualitative research, Observation studies, Surveys, Experimentation. Research Process: The management research question, Research process issues, Designing research proposal and Development of research model. Sources and Collection of Data: Types of data, Ways of primary data collection, Nature of measurement, Measurement scales, Rating scales, ranking scales, Selecting measurement scales, Scaling, Validity and Reliability, Questionnaire and instruments. Sampling Design: Nature, Steps in sampling design, Probability and nonprobability sampling, Sample size determination. Analysis and Presentation of Data: Editing, Coding, Data entry, Exploring, displaying and examining data, Hypothesis testing, Bivariate and multivariate analysis. Presenting Insights and Findings: The written research report, Research report component, Writing the report, Presentation of statistics, Oral presentation, Bibliography and reference writing.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To conceptualize business research, understand objectives, types, conditions of research

CLO 2: To formulate research problem and framework using research process, various types of research design and their application

CLO 3: To use sampling techniques in sample selection, various measurement and scaling techniques in research formulation.

CLO 4: To design questionnaire and estimate its reliability and validity

CLO 5: To use survey techniques in research process and determine errors in survey

CLO 6: To Apply statistical tools in analyzing data.

CLO 7: Acquire knowledge about how to write a business report.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√			
CLO 3	√	√		√	
CLO 4	√		√	√	
CLO 5		√		√	
CLO 6	√				
CLO 7					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exa

BA 5103: Corporate Tax Planning

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

The Corporate Tax Planning exam is designed to reflect the need to exercise professional judgement and provide relevant information and advice to individuals and businesses on the impact of major taxes on financial decisions and situations.

Course Content:

Introduction: Principles of taxation, Objectives of taxation, Characteristics of tax, Types of taxation, Principles of tax incidence, Taxation effects on capacity output, Tax structure of Bangladesh. Basics of Income Tax Laws in Bangladesh: Meaning and scope of income tax, Income tax authorities, meaning of assessment, assessment year, income year and income for the charge of income tax, Incidence, Tax exempted incomes, Tax holiday, Investment allowances for tax rebate. Income Sources: Salary income, Interest on securities, Income from house property, Agricultural income, Capital gains, Income from business or profession, Income from other sources. Income Tax

Assessment: Self-assessment, Assessment on the basis of report of a Chartered Accountant, Provisions regarding assessment in certain special cases. Income tax Payment: Filing of return, Advance payment of tax. Value Added Tax: Meaning of VAT, Imposition of value added tax, Determination of value for charge of VAT, Time and method of payment for VAT, Registration, Maintenance of books and records. Gift Tax: Chargeability, Valuation of gift, Return of gift and rates of gift tax.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Students will be able to equip with the competencies necessary to provide taxation services and guidance in Bangladesh

CLO 2: Learns to address compliance and tax-planning issues for both individuals and corporate entities, as well as, to a lesser extent, partnerships and trusts

CLO 3: Candidates also learn to go beyond the presenting issues and consider the broader circumstances and risk tolerance of all stakeholders involved

CLO 4: Candidates develop competence in the areas of tax governance, controls, and risk management, in recognizing the interrelationship between financial reporting decisions and taxation, and in recognizing the importance of taking taxes into account when making business and investment decisions.

CLO 5: To develop the ability to research and write a documented paper and/or to give an oral presentation

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√			√
CLO 3		√	√		
CLO 4		√		√	
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Viva, Assignment, Final Semester Exam

BA 5104: Organization Strategy and Leadership

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This is a core course of Management designed to let the students learn about the corporate strategies and effective leadership concepts from a managerial point of view.

Course Content:

Introduction: The Role of Strategic Leadership in Today's Organizations, Responsibilities of Upper Echelon Leadership and Introduction to Leader Development, Developing Individual Aspects of Leaders Part I , Cognition, Developing Individual Aspects of Leaders Part II, Underlying psychological mechanisms and forms of leadership within an ethical framework., Shared and Team Leadership at the Top, Leader Development Basics and Beyond: Techniques of Feedback and Action Learning, A leader's role in Strategy and Change, Evaluating Leader Development Activities, Setting the context in which business leadership occurs, Strategic Leadership and Board Governance, Shared strategic and team leadership, decision making, and alignment, The role of numbers in strategic leadership through accounting and financial reporting, Strategic leadership of technology and innovation, Entrepreneurial thinking in leadership, Issues of power and relations with media, Leadership in managing human, social capital and radical change, Global strategic leadership issues, Leadership and natural capital, Personality characteristics and behaviors of effective leaders, Measures of leader effectiveness, The role of followers in the process of leadership, Leadership within teams, Shared leadership, Cultural and diversity issues in leadership, Strategic leadership and upper echelon theory, The role of leaders in organizational culture and change, Leadership development processes and techniques, Leadership development program evaluation.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Understand the basic concepts and principles of strategic leadership analyze the internal and external environment of business

CLO 2: Understand the principles of strategy formulation, implementation and control in organizations

CLO 3: Develop and prepare organizational strategies that will be effective for the current business environment

CLO 4: Gain knowledge of diverse cultures, cross-cultural communication, the dynamics of privilege and oppression, and the uses of power between groups

CLO 5: Devise strategic approaches to managing a business successfully in a global context

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√			√	
CLO 2	√		√		
CLO 3		√		√	
CLO 4			√		√

CLO 5		√			√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam

BA 5201: Advanced Financial Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course will facilitate to recommend relevant options for financing a business, recognize and manage financial risk and make appropriate investment decisions.

Course Content:

Introduction to Financial Management: Principles of Finance, Firms and the Financial Markets, Understanding Financial Statements, Financial Statement Analysis, Financial Forecasting and Planning, Working Capital Management. Valuation of Financial Assets: Time Value of Money, Introduction to Risk and Return, Debt Valuation, Stock Valuation. Capital Budgeting: Investment Decision Criteria, Analyzing Project Cash Flows, Risk Analysis and Project Evaluation, The Cost of Capital. Capital Structure and Dividend Policy: Capital Structure Policy, Dividend Policy, Analysis and Impact of Leverage, Corporate Risk Management, Corporate Restructuring, Term Loans and Leases.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Explain the general objectives of financial management and describe the financial strategy process for a business.

CLO 2: Explain the processes by which businesses raise equity, capital and other long term finance.

CLO 3: Explain how financial instruments can be utilized to manage financial risks and describe the characteristics of those instruments.

CLO4: Compare the financing costs and benefits of various courses of action, using appropriate appraisal techniques.

CLO 5: Identify and calculate a business's future requirements for capital, taking into account

current and planned activities.

Course Learning Outcomes (CLO) (3-5)	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1	✓				
CLO 2		✓			✓
CLO 3			✓	✓	
CLO 4		✓		✓	
CLO 5			✓		
Overall	✓	✓	✓	✓	✓

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5202: Strategic Marketing

Credits: 3.00

hrs./week

Contact hours: 3.0

Rationale of the Course:

The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs.

Course Content:

Introduction: Definition, Core Concepts, Company orientation toward the market place, Demand States and Marketing Tasks, creating customer value, satisfaction and loyalty, Attracting and retaining customer, Customer relationship management. Market Oriented Strategic Planning: Strategic marketing planning, Corporate and Division Strategic Planning, Establishing Strategic business units, The BCG approach, The GE model, planning new businesses & Downsizing the older business. Dealing with the Competitors: Competitive forces, identifying competitors, analyzing competitors, Designing competitive strategies, Market leader strategies, Market challenger strategies, Market follower strategies, Niche strategies. Segmenting, Targeting and Positioning: Level and pattern of market segmentation, Market segmentation procedure, Identifying

& Selecting market segments, Positioning strategies. Developing New Market Offerings: Definition of new product, Challenges in developing new product, Organizational arrangements, Managing the new product development process, Product line decisions, Differentiation, Product lifecycle and marketing strategies, Branding strategies, Creating, and measuring brand equity, Packaging and labeling. Designing Global Market Offering: Competing on a global basis, deciding whether to go abroad, deciding which market to enter, Regional free trade zones, evaluating potential markets, deciding how to enter the market. Pricing: Consumer psychology and pricing, Setting the price, initiating and responding to price changes. Marketing Channel: Channel design decisions, Channel management decisions, Channel conflict, cooperation, E-commerce practices. Marketing Communications: Deciding on the marketing communication mix, Factors in setting the marketing communication mix, managing integrated marketing communication process, Developing and managing advertising program, Major decisions in public relations. Organizing, Implementing, and Controlling: Managing holistic marketing organization, Marketing implementation, Evaluation and control, Types of marketing control, Marketing audit.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Compare and contrast the key principles of marketing strategy.

CLO 2: Explain marketing and strategy concepts and ideas in their own words.

CLO 3: Think strategically about marketing issues and provide recommendations

CLO 4: Develop and implement marketing strategy and to identify and evaluate strategic options and programs.

CLO 5: Prepare a professional, logical and coherent report in the form of a marketing plan.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	✓				
CLO 2	✓			✓	
CLO 3		✓	✓		
CLO 4			✓		✓
CLO 5		✓			
Overall	✓	✓	✓	✓	✓

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam

CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam
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Major: Management

BA 5311: Small Business Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of Management designed to inform the students of the nature and importance of small business in our society and to enlighten the students as to opportunities and risks inherent in small businesses.

Course Content:

Introduction: Defining Small Business, Types of Industries, Workforce Diversity and Small Business Ownership, The Value of Diversity to Business, Secrets of Small Business Success, Understanding the Risks of Small Business Ownership; Small Business Management: The Entrepreneur-Manager Relationship, Entrepreneurship and the Small Business Manager, Decision for Self-Employment, Traits of Successful Entrepreneurs, A Model of the Start-Up Process; Small Business Management: Forms of Business Organization, Sole Proprietorship, Partnership, Corporation, Specialized Forms of Corporations; Social Responsibility, Ethics, and Strategic Planning: Social Responsibilities of Small Business, Economic Responsibility, Ethical Responsibility Ethics and Business Strategy, Codes of Ethics; Social Responsibility, Ethics, and Strategic Planning: Ethics under Pressure, Strategic Planning, Environmental Analysis, Goal Setting and Strategies, Control Systems, Strategic Planning in Action; The Business Plan: Every Business Needs a Plan, The Purpose, The Practice: Guidelines for Writing a Business Plan, Business Plan Contents Review Process, Business Plan Mistakes; Franchising: About Franchising, Franchising Today, Franchising Systems, Product-Distribution Franchising; Franchising: Business-Format Franchising, Why Open a Franchise? Selecting a Franchise, The Franchise Agreement, International Franchising; Starting a New Business: About Start-ups, Advantages of Starting from Scratch, Disadvantages of Starting from Scratch, Types of New Businesses, E-Businesses Home-Based Businesses; Starting a New Business: Starting a Business on the Side, Evaluating Potential Start-ups, Business Ideas, Where Business Ideas Come From, Importance of Planning to a Start-up; Accounting Records and Financial Statements: Small Business Accounting, How Important Are Financial Records? Banking and Tax Requirements, Small Business Accounting Basics Using Financial Statements to Run Your Small Business; Accounting Records and Financial Statements: Analyzing Financial Statements, Ratio Analysis, Using Financial Ratios, Managing Cash Flow, Strategies for Cash Flow Management; Small Business Finance: Initial Capital Requirements, Defining Required Assets, The Five “Cs” of Credit, Forms of Capital: Debt and Equity, Sources of Debt Financing, Sources of Equity Financing; Small Business Marketing: Marketing Concept, Setting Marketing Objectives, Identifying Target Markets, Understanding Consumer Behavior, Marketing Strategies for Small Businesses, Market Research Process.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Summarize the complex and important role that small business plays in the larger global environment

CLO 2: Explain contemporary business concepts, how a business is formed, and why management is the key ingredient to small business success

CLO 3: Constructing a workable business plan that includes marketing, financial, & operating

sections

CLO 4: Identify various risk management strategies important to small businesses

CLO 5: Explain the principles of management and their application to the small business.

Course Learning Outcomes (CLO)	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1	√			√	
CLO 2		√	√		
CLO 3		√		√	√
CLO 4	√		√		
CLO 5	√	√			√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5312: Total Quality Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of Management designed to provide the student with foundational information on Total Quality Management theory and practice in all areas of business at all levels.

Course Content:

Understanding Quality: Quality, Competitiveness and Customers, Understanding and Building the Quality Chains, Managing Quality, Quality Starts with Understanding the Needs, Quality in all Functions; Models and Frameworks for TQM: Early TQM Frameworks , Quality Award Models, The Four Ps and Three Cs of TQM, A new model for TQM; Leadership and Commitment: The Total Quality Management Approach, Commitment and Policy, Creating or Changing the Culture, Effective Leadership, Excellence in Leadership; Partnerships and Resources: Partnering, Role of Purchasing in Partnerships, Just in time (JIT) Management, Resources; Design the Quality: Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD), The House of Quality; Design the Quality: Specifications and Standards, Design in the Service Sector, Failure Mode, Effect and Criticality Analysis (FMECA), The Links between Good Design and Managing the Business; Performance Measurement Frameworks: Performance Measurement and the Improvement Cycle, Costs of Quality, The Process Model for Quality Costing, A Performance Measurement Framework, The Implementation of Performance Measurement Systems; Benchmarking: The Why and What of Benchmarking, The Purpose and Practice of Benchmarking, The Role of Benchmarking in Change, Communicating, Managing Stakeholders and

Lowering Barriers, Choosing Benchmarking, Driven Change Activities Wisely; Process Management: Process Management Vision, Process Classification Framework and Process Modeling, Process Flowcharting, Leadership, People and Implementation Aspects of Process Management; Continuous Improvement: Systematic Approach , Some Basic Tools and Techniques, Statistical Process Control , Some Additional Techniques for Process Design and Improvement , Taguchi Methods for Process Improvement, Six Sigma, The ‘DRIVE’ Framework for Continuous Improvement; Statistical Process Control: Central Tendency, The Seven Tools of Quality, Normal Curve, Control Charts, Process Capability; Quality Management System: Benefits of ISO Registration, ISO 9000 Series of Standards, Sector-Specific Standards, AS 9100, TS16949 and TL 9000, ISO 9001 Requirements, Implementation; Quality Management System: Documentation, Internal Audits, Registration, ISO 14000 Series Standards, Concepts of ISO 14001, Requirements of ISO 14001, Benefits of EMS; Implementing TQM: TQM and the Management of Change, Planning the Implementation of TQM, Sustained Improvement.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Understand the principles of total quality management.

CLO 2: Analyze the various management theories in relation to quality management.

CLO 3: Choose appropriate statistical techniques for improving processes.

CLO 4: Develop the organizational, competitive and economic potential of quality.

CLO 5: Integrate biblical principles with the practice of total quality management.

Course Learning Outcomes (CLO)	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1			√	√	
CLO 2	√	√			
CLO 3		√		√	√
CLO 4	√		√		
CLO 5		√		√	√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of Management designed to provide an overview of how an Organizational Development specialist plans and implements interventions to create interpersonal, group, intergroup, or organization-wide change.

Course Content:

Introduction: Defining Organizational Development, Objectives of OD, Characteristics of OD, Consultations Models, Is OD the same as Change Management? Scope of OD; Culture: Definition of Culture, Aspects of Culture, Dynamics of Culture, Values, Assumptions and Beliefs; Events of Management Thought; Culture: OD Values and Assumptions, Implications of OD Values and Assumptions, Diagnosing Organization Culture, Guidelines for Cultural Change; Models and Theories of Planned Change: Models of Planned Change, Kurt Lewin and Friends Models, Ralph Kilmann Model, Porras and Robertson Model, System Theory, Strategies of Change; Managing OD Process and Change: Traditional OD Process, General Model of Planned Change, Cummings and Worley's Change Management Model, The Change Management Handbook Model, Major Mistakes or Pitfalls and How to Avoid those; Action Research: Definitions of Action Research, Action Research as Generic Process, Action Research as an Approach of Problems Solving, A General Model of Action Research; Client and Consultant: Relationship between Client and OD Practitioner, Defining the Client System, Nature of Consultant's Expertise, Select Appropriate Interventions; Client and Consultant: Ethical Standard in OD, Factors Act as Change Agent, Skills of Change Agent, Internal Consultant Vs. External Consultant; Diagnosis: Defining Diagnosis, Organization Diagnosis Vs. Medical Diagnosis, The Six-Box Model Third-Wave Consulting, Diagnosis Organization Level, Diagnosis Group Level; Designing Interventions: Criteria for Effective Interventions, Design Effective Interventions, Classifying OD Interventions, Relevant Issues in Interventions, Outcomes or Result of OD Interventions; Team Interventions: Meaning of Team, Importance of Team, Types of Team, Characteristics of Effective Team, Team Building Interventions, Techniques of Team Building, Process Consultation; Comprehensive OD Interventions: Getting the Whole System in the Room, Organization Confrontation Meeting, Intergroup Interventions, Third-Party Peacemaking Interventions, Organization Mirror Interventions, Partnering; Structural Interventions: Factors Influencing Structural Design, Design of Organizations, Downsizing, Reengineering, Quality of Work Life, TQM Six-Sigma; Strategic Change Interventions: Competitive Criteria of Transformational Change
Reasons of Transformational Change, Integrated Strategic Change, Mergers and Acquisitions, Network Interventions

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Identify and describe the historical and contemporary transformations impacting the workplace and how those factors impact organizations and their work.

CLO 2: Recognize common symptoms and reactions to change in the workplace and recommended interventions to address the reactions/resistance.

CLO 3: Apply principles of systems thinking and relevant theories that are foundational to organizational change current research concerning individuals, groups, and organizations to the process of change.

CLO 4: Design and plan the implementation of multiple OD interventions

CLO 5: Evaluate and assess an organizational change program.

Course Learning Outcomes (CLO)	PLO1	PLO2	PLO3	PLO4	PLO5
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CLO 1	√			√	
CLO 2		√	√		
CLO 3		√		√	√
CLO 4	√		√		
CLO 5	√	√			√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5314: Management Science Applications in Business

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of Management designed to develop and enhance the student's ability to analyze, interpret and make use of mathematical tools and models in making effective business decisions.

Course Content:

Introduction: What is Management Science? Brief History of Management Science, Mathematical Modeling, The Management Science Process, Writing Business Reports/Memos, Using Spreadsheets in Management Science Models; Management Science Application: The Management Science Approach to Problem Solving, Model Building: Break-Even Analysis, Computer Solution, Management Science Modeling Techniques; Linear and Integer Programming Models: Introduction to Linear Programming, A Linear Programming Model, A Prototype Example, A Graphical Analysis of Linear Programming; Linear and Integer Programming Models: The Role of Sensitivity Analysis of the Optimal Solution, Using Excel Solver to Find the Optimal Solution and Analyze Results, Using Computer Output to Generate a Management Report, Models Without Unique Optimal Solutions; Linear and Integer Programming Models: Infeasibility, Unboundedness, Alternate Optimal Solutions A Minimization Problem, Integer Linear Programming (ILP) Models, Algebraic Solution Approaches for Linear Models; Applications of Linear and Integer Programming Models: The Evolution of Linear Programming Models in Business and Government, Building Good Linear and Integer Programming Models, Building Good Spreadsheet Models, Applications of Linear Programming Models, Applications of Integer Linear Programming Models; Network Models: Introduction to Networks, Transportation Networks, Capacitated Transshipment Networks, Assignment Networks; Network Models: Shortest Path Networks, Maximal Flow Networks, Traveling

Salesman Network, Minimal Spanning Tree Networks; Project Scheduling Models: Introduction to Project Scheduling, Identifying the Activities of a Project, The PERT/CPM Approach for Project Scheduling A Linear Programming Approach to PERT/CPM; Project Scheduling Models: Obtaining Results Using Excel 5.6 Gantt Charts, Resource Leveling, PERT, The Probabilistic Approach to Project Scheduling; Project Scheduling Models: Cost Analysis Using the Expected Value Approach, The Critical Path Method (CPM), PERT/Cost, Project Crashing, Time Cost Trade-off; Multi-Criteria Decision Making: Goal Programming, Graphical Interpretation of Goal Programming, Computer Solutions of Goal Programming Problems with QM, Scoring Models, Analytical Hierarchy Process; Nonlinear Programming: Nonlinear Profit Analysis, Constrained Optimization, Solutions of Nonlinear Programming Programs with Excel, Nonlinear Model Examples; Queuing Analysis: Elements of Waiting Time Analysis, The Single-Server Waiting Line System, Undefined and Constant Service Times, The Multiple-Server Waiting Line System.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Explain the management science approach to identification, analysis, decision, and implementation of problem solving.

CLO 2: Identify, categorize and discuss management problems that can be analyzed by linear programming.

CLO 3: Illustrate the decision tree method of analysis for decision making under risk and under certainty and expected value.

CLO 4: Demonstrate the transportation method to solve problems manually and with the north west corner method.

CLO 5: Solve case problems using computer software.

Course Learning Outcomes (CLO)	PLO1	PLO2	PLO3	PLO4	PLO5
CLO 1			√	√	
CLO 2		√		√	
CLO 3	√		√		√
CLO 4	√			√	
CLO 5			√		√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam

CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam
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Major: Human Resource Management

BA 5321: Human Resource Planning

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of HRM designed to provide students with an understanding about the importance of aligning human resources management with organizational plans and objectives through addressing the human resources planning theory and concepts.

Course Content:

A Need for Strategic HRM, Defining Strategy, Strategy Formulation and Implementation Process, Different Types of Strategy, Models of Business Strategies, Corporate Strategies, the Scorecard, The Importance of Evaluating HRM, the 5C Model of HRM Impact, Methods of Measuring Client Satisfaction, How HR Contributes to Organizational Performance, Approaches to Measuring HRM Practices, Challenges in Measuring the Impact of HRM, Defining HR Forecasting, Forecasting Activity Categories, Benefits of HR Forecasting, Key Personnel Analyses Conducted by HR Forecasters, Stages of HR Forecasting Process, HR Forecasting Time Horizons, Determining Net HR Requirements, Index/Trend Analysis, Expert Forecasts, Delphi Technique, Nominal Group Technique, HR Budgets, Envelope/Scenario Forecasting, Regression Analysis, Skills and Management Inventories, Succession/Replacement Analysis, Markov Models, Linear Programming, Movement Analysis, Vacancy Model, HR Supply and Retention Programs, Defining Succession Management, Importance of Succession Management, Reasons for Succession Management, Evolution of Succession Management, Succession Management Process, Employee Role in Succession Management, Downsizing Phenomenon, Defining Downsizing and Restructuring, How Common is Workforce Reduction and Restructuring? Why Do Organizations Downsize? The Downsizing Decision, Financial Performance and Downsizing, Consequences of Downsizing, Effective Downsizing strategies, Strategic Downsizing, Effective and Ineffective Downsizing Strategies, Labor Relations Issues, Defining Outsourcing, Outsourcing HR Functions, The Rationale for Outsourcing, Strategic Focus, Management of Outsourcing.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To analyze the essential elements of human resources planning (HRP) processes in organizations

CLO 2: To assess and program for human resources requirements of organizational business plans and strategies

CLO 3: To describe and apply models and methods used in forecasting

CLO 4: To develop an organization plan at the operational or strategic level in an organization

CLO 5: To evaluate the effectiveness of HRP processes in an organization

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2		√	√		
CLO 3	√		√		√
CLO 4		√		√	
CLO 5		√	√		√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Class Performance, Quiz, Assignment, Final Semester Exam

BA 5322: Compensation Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of HRM designed to provide students with an understanding about how to apply tools for decision-making complex, compensation related environments, as well as design, develop, and implement compensation strategies that achieve value-added results, thereby enabling organizations to more effectively and efficiently achieve their goals.

Course Content:

Nature of Compensation, Objectives of Compensation, Factors Affecting Compensation Policy, Concept of Wages and Salary, Minimum Wages, Fair Wages and Living Wages, Elements of Compensation Structure, Understanding Salary Slip, Capitalism and Knowledge in a Global Economy, Compensation and Organizational Strategy, Integrating Knowledge and Skill Requirements, Organization Compensation, and Employee Income, Lifestyle and Compensation, Pay and Social Class, The Reward System, Compensation System, Dimension of a Compensation System, An Outline of Compensation Dimensions and Compensation Components, Non-compensation System, Dimensions of a Non-compensation System, The Compensation

Program, Determining Rates of Pay, Impact of Compensation Based on Demand & Supply, Compensation and Global Economy, Model of Economic Theories, Defining Job Analysis, Preliminary Considerations, Planning a Job Analysis Program, Collecting and Describing Job Data, Designing a Custom-Made Job Analysis Questionnaire, Guidelines for conducting a job Analysis Interview, Job Analysis Methodologies, Job Requirements and Pay, Job Evaluation Issues, The Intra-occupational and Inter-Occupational Method of Job Classification, Whole Job Ranking, The Development and Use of Compensable Factors, Job Evaluation and Compensable Worth, Combining Point-Factor and Factor-Comparison Methods, Job Evaluation Committee, Using Factor Evaluation Statement to Determining Job worth, Factor Evaluation Statement Quality Check and Patterns, Pay Structure Architecture, Determining Pay Grade Minimum and Maximum Rates of Pay, Interlocking Multiple Pay Structures, The Expanding Pay Structure: An Optional Approach, Architectural design Hints, Pay Sectors and Levels of Education, Experience and Training

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To recognize how pay decisions help the organization achieve a competitive advantage

CLO 2: To analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

CLO 3: To demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues

CLO 4: To explain the challenges of international and executive compensation

CLO 5: To design rational and contemporary compensation systems in modern organizations

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√			√	
CLO 2		√	√		
CLO 3	√		√		√
CLO 4	√			√	
CLO 5		√	√		√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, Class Lectures, Handout	Case Study, Presentation, Class Test, Mid Semester Exam

CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Viva, Assignment, Final Semester Exam
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BA 5323: Industrial Law and Labor Relations

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of HRM designed to provide students with general understanding of the context, laws, principles, processes and methods of managing industrial relations in organizations for improving organizational productivity while protecting and promoting workers' interests, particularly in the current industrial setting of Bangladesh.

Course Content:

Conditions of Employment, Classification of Workers and Period Probation, Procedure for Leave, Discharge from Service, Punishment for Conviction and Misconduct, Termination of Employment by Employers Otherwise than by Dismissal, Termination of Employment by Workers, Retirement of Worker, Employment of Women Worker Prohibited During Certain Period, Right to, Liability for, Payment of Maternity Benefit, Procedure regarding Payment of Maternity Benefit, Amount of Maternity Benefit, Cleanliness, Ventilation, Temperature, Lighting, Drinking Water, Latrines, Urinals, Dust Bean, Safety of Building and Machinery, Precaution in Case of Fire, Protection of Eyes, First-aid Appliances, Washing Facilities, Canteens, Shelters, Rooms for Children, Recreational and Educational Facilities, Medical Care, Daily, Weekly Hours, Interval for Rest or Meal, Weekly Holiday, Night Shift, Limitation of Hours of Work for Women, Closure of Shops, Causal, Sick, Annual Leave, Festival Holidays.

Defining Industrial Relations, Importance of Industrial Relations, Models of Industrial Relations, the Dunlopian Model, Causes of Poor Industrial Relations in Public Organizations in Bangladesh, Conditions for Good Industrial Relations, Defining Trade Union, Characteristics of Trade Union in Bangladesh, Functions of Trade Union, Registration of Trade Union, Impact of Trade Unions on National Development, Defining Collective Bargaining, Characteristics of Collective Bargaining, Types of Collective Bargaining, Process of Collective Bargaining, Functions of Collective Bargaining Agent, Some Basic Rules in Collective Bargaining Negotiations, Defining Industrial Conflict, Nature of Industrial Conflict, Forms of Industrial Conflict, Causes of Industrial Conflict, Negative Impact of Conflict, Managing Industrial Conflict, Trade Union Roles in Conflict Resolution, Defining Workers Participation, Objectives of Workers Participation, Forms of Participation in Management, Forces Affecting Workers Participation, Role of Unions in Participation.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To summarize the important provisions of labor law, in reference to Bangladesh Labor Act, 2006

CLO 2: To assess to elaborate the concept of Industrial Relations

CLO 3: To illustrate the role of trade union in the industrial setup

CLO 4: To outline the important causes & impact of industrial disputes

CLO 5: To develop industrial dispute settlement procedures

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2		√	√		
CLO 3			√	√	
CLO 4	√		√		√
CLO 5		√		√	√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Handout	Presentation, Class Test, Class Performance, Mid Semester Exam
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

BA 5324: Training and Development Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is a Major Course of HRM designed to provide students with general understanding of how training and development function is changing as a result of the global business environment, multi-cultural workforce, and globally distributed work.

Course Content:

Defining Training and Development, Differences between Training and Development, Defining Learning, Key Concepts of Learning, Designing Effective Training, The Forces Influencing Working

and Learning, Roles, Competencies and Positions of Training, Evolution of Training: From an Event to Learning, Learning as a Strategic Focus, Implications of Learning for Human Capital Development, Strategic Training and Development Process, Organizational Characteristics that Influence Training, Roles of Employees and Managers, Strategic Value of Jobs and Employee, Staff Involvement in Training and Development, Training Needs in Different Strategies, Models of Organizing the Training Department, Marketing Training and Creating a Brand, Outsourcing Training, Why Is Needs Assessment Necessary? Who Should Participate in Needs Assessment, Methods Used in Needs Assessment, The Needs Assessment Process, Competency Models, Scope of Needs Assessment, Needs Assessment in Practice, Learning Theories, Transfer of Training Theory, Stimulus Generalization Approach, Cognitive Theory of Transfer, Learning Process, Instructional Emphasis for Learning Outcomes, Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes are Appropriate, Evaluation Practices, Evaluation Designs, Determining Return on Investment, Considerations in choosing an Evaluation Design, Cost-Benefit Analysis, Practical Considerations in Determining ROI, Measuring Human Capital and Training Activity, Technology's Influence on Training and Learning, Technology and Collaboration, Technology and Learning Environment, Computer-Based Training, Online Learning, Web-Based Training, E-Learning, Developing Effective Online Learning, The Relationship among Development, Training, and Careers, Development Planning Systems, Examples of Career management and Development Systems, Approaches to Employee Development, Special Topics in Employee Development: Succession Planning, Developing Dysfunctional Managers, Onboarding.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To analyze jobs and tasks to determine training and development objectives

CLO 2: To create appropriate training objectives

CLO 3: To design effective training and development programs

CLO 4: To implement a variety of training and development activities

CLO 5: To evaluate training and development programs

Course Learning Outcomes (CLO)	PLO 1	PLO 2	
CLO 1	√		
CLO 2	√		
CLO 3		√	
CLO 4		√	
CLO 5		√	
Overall	√	√	

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, Class Lectures, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

Major: Accounting & Information Systems

BA 5331: Accounting Information Systems

Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course aims to provide students with an overall knowledge and understanding of accounting information systems and implications of their use in modern business. The course examines the

application of accounting information systems in business particularly in supporting strategic and operational decision-making and operations. The course also covers information systems documentation techniques and how AIS are used to record and enable business processes and transaction processing. The course includes critical evaluation of internal controls, fraud, cybercrime and information system controls in a business. Students also get hands on experience on using cloud based accounting software, Tally, XERO and a relational data base – Ms. Access.

Course Content:

AIS: definition, Different types, Advantages, Disadvantages, traditional AIS, Architecture Hardware. Software, Networks, Database, Modeling and Business Processes: Purpose, Type of diagrams, Control Environment: Fraud, ethics, and, governance, Control, Frameworks, Auditing: Overview, Issues related to computers, Compliance and Substantive tests, Business Processes (Revenue, Purchases, General Ledger, other), Typical Activities, Risks Controls Information Technology Enablement System Development Life Cycle: Planning, Analysis, Design Solutions, Build vs. Buy Excel, Microsoft Access, Implementation, Operations and Maintenance. E-commerce: Introduction, structure and standards, Risks and controls, Ethical Issues Enterprise resource planning.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Discuss and compare the factors that creates a demand for auditing and affects the value of auditing, analyses determinants of audit quality, ethics, and independence from different perspectives

CLO 2: Identify and analyses the steps in the audit process and evaluate the general types of audit tests/procedures

CLO 3: Discuss why internal controls are important, how control risks are assessed and ultimately evaluate how the status of internal controls affect the focus of the audit

CLO4: Evaluate what mix of audit procedures to be performed and what tests that are suitable for auditing of different financial statement items, such as sales, accounts receivables, inventories, liabilities as well as tangible and intangible assets

CLO5: Analyze how taxation and audit evidence is evaluated and how findings are reported to interested parties

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			√
CLO 2	√		√		
CLO 3		√			√
CLO 4	√			√	
CLO 5			√		√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam

BA 5332: Advanced Auditing
Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course aims to provide students with an overall knowledge and understanding of accounting information systems and implications of their use in modern business. The course examines the application of accounting information systems in business particularly in supporting strategic and operational decision-making and operations. The course also covers information systems documentation techniques and how AIS are used to record and enable business processes and transaction processing. The course includes critical evaluation of internal controls, fraud, cybercrime and information system controls in a business. Students also get hands on experience on using cloud based accounting software, Tally, XERO and a relational data base – Ms. Access.

Course Content:

Overview of Auditing: Definition of Audit, Auditing and Investigation, Generally Accepted Auditing Practice, Competence, Independence, Confidentiality, Audit Planning and Supervision, Accounting and Auditing Statements. Audit Planning and Control: Determining the Scope of Audit, Internal Control, Audit Program, Audit Control, Audit Control over the Work performed by others, Coordinating the work of other Auditors, Documenting the Plan and Performance of Audit. Verification and Valuation of Assets and Liabilities: Valuation of Assets during Inflationary Period, Fixed Assets, Mode of Valuation of Fixed Assets, Verification of Stocks, Attendance of Auditor during physical verification of stocks, Examinations of Records, Verification of Confirmation, Ensuring the ownership over the stocks, valuation of stocks. Audit of Limited Companies, Company Auditor: Qualifications of an Auditor of a Limited Company, Disqualifications, Appointment of first auditor, appointment of auditor of Government Companies, appointment of auditor by special resolution, casual vacancies, Powers and Duties of an Auditor, rights and powers of an auditor. Audit of Limited Companies, Audit of Limited Company, Audit of Banking Companies, Audit of Insurance Companies, Audit of Partnership Accounts, Government Accounts and Their Accounts. Cost Audit: Criticism of Cost Audit, Purpose of Cost Audit, Distinction between Financial Audit and Cost, Cost Audit Conditions. Management Audit: Importance of Management Audit, Criticism of Management Audit, Management Audit Program, Outline of Management Program, Duties of Management Auditor. Tax Audit: Scope of Auditor's Role under Income Tax Act, Compulsory Tax Audit, Certification of Claiming Exemptions/Deductions, Selective Tax Audit, Text Consultancy and Representation, preform of forms 3CA and 3CD.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Critique the work done by auditors in actual situations, based upon the existing professional standards.

CLO 2: Assess the effect of the auditor's adherence to or divergence from a worldview, based upon the auditor's work

CLO 3: Assess the risk associated with the acceptance of a proposed audit client

CLO4: Evaluate accounting practices relevant to generally accepted auditing standards.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2	√		√		
CLO 3		√		√	
CLO 4	√				√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam

BA 5333: Advanced Taxation

Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

The Advanced Taxation exam is designed to reflect the need to exercise professional judgement and provide relevant information and advice to individuals and businesses on the impact of major taxes on financial decisions and situations.

Course Content:

Introduction: Principles of taxation, Objectives of taxation, Characteristics of tax, Types of taxation, Principles of tax incidence, Taxation effects on capacity output, Tax structure of Bangladesh. Basics of Income Tax Laws in Bangladesh: Meaning and scope of income tax, Income tax authorities, meaning of assessee, assessment year, income year and income for the charge of income tax, Incidence, Tax exempted incomes, Tax holiday, Investment allowances for tax rebate. Income Sources: Salary income, Interest on securities, Income from house property, Agricultural income, Capital gains, Income from business or profession, Income from other sources. Income Tax Assessment: Self-assessment, Assessment on the basis of report of a Chartered Accountant, Provisions regarding assessment in certain special cases. Income tax Payment: Filing of return, Advance payment of tax. Value Added Tax: Meaning of VAT, Imposition of value added tax, Determination of value for charge of VAT, Time and method of payment for VAT, Registration, Maintenance of books and records. Gift Tax: Chargeability, Valuation of gift, Return of gift and rates of gift tax.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Students will be able to equip with the competencies necessary to provide taxation services and guidance in Bangladesh.

CLO 2: Learns to address compliance and tax-planning issues for both individuals and corporate entities, as well as, to a lesser extent, partnerships and trusts.

CLO 3: Candidates also learn to go beyond the presenting issues and consider the broader circumstances and risk tolerance of all stakeholders involved.

CLO4: Candidates develop competence in the areas of tax governance, controls, and risk management, in recognizing the interrelationship between financial reporting decisions and taxation, and in recognizing the importance of taking taxes into account when making business and investment decisions.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2	√		√		
CLO 3		√		√	
CLO 4	√				√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam

BA 5334: International Accounting Standards

Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course is designed for advanced accounting students and gives both a technical view of managerial accounting and increased interaction with current research on advanced topics. It will assist company decision makers in a very practical manner. This is a major course of Business designed to let the students learn in-depth study of the principles and objectives of the techniques and theories used in cost accounting. As well as students can benefit from a review that takes a deeper look at the “basics,” which will help them to explore more complex decision analyses, and often stress the importance of thinking beyond the numbers

Course Content:

Accounting Information System: Users of Accounting Information, Definition of Asset, Liability, Capital, Owner's equity, Cost, Expense, Revenue, Net Income, Loss, Cash basis & Accrual Basis. Generally Accepted Accounting Principles, GAAP: Business entity Concept, going concern Concept, Money measurement Concept, Periodicity Concept, Historical Cost Principle, Revenue Recognition Principle, Full Disclosure Principle, Conservatism Convention. IAS,1: Presentation of Financial Statement. IAS,2: Inventories. IAS,3: Consolidated Financial Statements. IAS,4: Depreciation Accounting. IAS,7: Statement of Cash Flows. IAS,10: Events after the Balance Sheet Date. IAS,13: Presentation of Current Assets and Current Liabilities. IAS,18: Revenue Recognition. IAS,37: Provisions, Contingent Liabilities, and Contingent Assets

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Understand the tools, definitions and acceptable practices of international financial reporting based on the International Financial Reporting Standards (IFRS) as they apply to assets, liabilities, income and expenses.

CLO 2: Demonstrate the ability to analyze IFRS-compliant financial statements and interpret and evaluate these statement

CLO 3: Understand how financial and real economic fluctuations affect IFRS financial statements and organizational value.

CLO4: Understand corporate governance reporting and ethical considerations

CLO5: Apply in a basic context the key elements of financial reporting regulations as set out in key IFRS covering presentation, disclosure, recognition and measurement.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			√
CLO 2	√		√		
CLO 3		√			√
CLO 4	√			√	
CLO 5			√		√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam

Major: Finance

BA 5341: Corporate Finance

Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course will facilitate to develop the decision making ability of finance managers which is required to apply in the effective financing as well as long-term investment decision making of corporations.

Course Content:

Introduction to Financial Management: Principles of Finance, Firms and the Financial Markets, Understanding Financial Statements, Financial Statement Analysis, Financial Forecasting and Planning, Working Capital Management. Valuation of Financial Assets: Time Value of Money, Introduction to Risk and Return, Debt Valuation, Stock Valuation. Capital Budgeting: Investment Decision Criteria, Analyzing Project Cash Flows, Risk Analysis and Project Evaluation, The Cost of Capital. Capital Structure and Dividend Policy: Capital Structure Policy, Dividend Policy, Analysis and Impact of Leverage, Corporate Risk Management, Corporate Restructuring, Term Loans and Leases.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Demonstrate an understanding of the overall role and importance of the financial management.

CLO 2: Identify the risky asset, calculate the expected return of the assets, and apply capital budgeting techniques to find suitable projects.

CLO 3: Determine the cost of capital, define the capital structure decision and compute the value of the corporation.

CLO 4: Identify the dividend policy of companies.

CLO 5: Examine the impact of the capital restructuring on the company's value.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√			√
CLO 3			√	√	
CLO 4				√	√
CLO 5			√		
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

Rationale of the Course:

As future financial managers or financial consultants, business students must know how financial markets price capital assets. This knowledge is crucial for all market participants. Individuals and portfolio managers should have the ability to handle efficiently the tools needed to select assets, manage risk and construct optimal portfolios. This course enhances the student's capacity for a career in investments and is recommended to be taken by students majoring in Finance.

Course Content:

Primary market and secondary Market, Modern Investment Theory, Dividend Policy, Securities and Markets, Risk Free Return, Portfolio Managing, Combining Individual Stocks into portfolio, Finding efficient set; index models, The Capital Asset Pricing Model, (CAPM), Factor models and the APT, Performance measurement, performance analysis, and performance attribution; market inefficiencies or market anomalies, Equity valuation and strategies, Bond Portfolio management, Valuation and risk, pricing, measuring yield, bond price volatility, duration, active and passive strategies, immunization and cash flow matching ,Black Schools and beyond, portfolio insurance, program trading; stock market in Bangladesh.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Define the objectives in constructing and managing a portfolio and learn to create an investment policy statement.

CLO 2: Learn to compute historical and expected returns, as well as risk measures and comprehend the importance of the risk-return relationship.

CLO 3: Learn how the financial markets operate, how she can invest in different security types matching her client's portfolio objectives and constraint.

CLO 4: Understand the principles of modern portfolio theory and the effect of diversification on investment portfolios.

CLO 5: Measure and evaluate portfolio performance and understand the key features of futures and options and how they can be used to manage the risk of the portfolio.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√			√
CLO 3			√	√	
CLO 4		√		√	
CLO 5			√		
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5343: Bank Management
Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course will facilitate to develop the decision making ability of banker which is required to apply in the effective bank management as well as long-term investment decision.

Course Content:

Introduction of Commercial Bank, Performance evaluation of a bank. Asset-liability management, Management of various kinds of risks, such as, interest rate risks, credit risk, liquidity risk etc. Fund management, Investment management, Financial institution mergers and acquisitions, Global banking activities. The Lender, Borrower Relationship Equilibrium in the Credit Market and Its Macroeconomic Implications, Individual Bank Runs and Systemic Risk, Managing Risks in the Banking Firm, Debt vs. Equity: A Security Design View, Alternatives to Banks for Intermediation, Regulatory Treatment of the Mixing of Banking, Securities, and Insurance Activities and the Mixing of Banking and Commerce (online), Deposit Insurance Coverage for Commercial Banks in Various Countries.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Understand the nature of the commercial banking business.

CLO 2: Ascertain the measures of bank return and risk performance and how they are applied to bank valuation decisions and management performance assessment.

CLO 3: Learn the basics of financial institution management, including: analysis of their financial statements; asset and liability management; capital management; product development; and strategic and profit planning processes.

CLO 4: Use information technology as a tool to do essential business tasks specifically by using the web to find information.

CLO 5: Apply critical thinking skills to complex business problems by identifying and evaluating relevant issues and information.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√			√	
CLO 2			√		√

CLO 3	√		√		
CLO 4	√			√	
CLO 5			√		√
Overall	√		√	√	√

BA 5344: Financial Market and Institutions
Credits: 3.00

Contact hours: 3.0 hrs./week

Rationale of the Course:

This course is aimed at study of the fundamentals of financial markets and financial instruments, the features of the formation of modern financial markets, on the practical application of financial instruments, the types of financial institutions and their roles and functions in the financial markets.

Course Content:

Introduction: philosophical terms the functions, benefits of money, Financial Assets Debt Versus Equity Claims, The Price of a Financial Asset and Risk Financial (Intangible) Assets versus Tangible Assets, Derivative Instruments, The Role of Financial Assets, The Role of Derivative Instruments, Properties of Financial Assets. Financial Institutions, Financial Intermediaries, and Asset Management Firms: how money came about, Asset/Liability Problem of Depository Institutions, Funding Risk, Financial Innovations and Asset I Liability Management, Liquidity Concerns. Depository Institutions: the role and the benefits of financial intermediaries, Commercial Banks, Bank Services, Bank Funding, Regulation, Federal Deposit Insurance, Savings and Loan Association. Overview of Asset/Liability Management for Financial Institutions: Nature of Liabilities, Liquidity Concerns, Regulations and Taxation, Life Insurance Companies, Types of Policies, Property and Casualty Insurance Companies, Pension Funds, Types of Pension Plans, Investments, Participants in the Non-insured Pension Fund Business, Types of Investment Companies. The Level and Structure of Interest Rates: the universal arithmetic of Present Value, term structure of interest rates, types of financial assets, the principles which guide their selection as part of a portfolio of assets. Introduction to Financial Futures: Market Mechanics of Futures Trading, Liquidating a Position, The Role of the Clearing house, Margin Requirements, Market Structure, Daily Price Limits. Risk/Return and Asset Pricing Models: The relationship between types of financial contracts, the characteristics of the business environment, business size and cultural background, Portfolio Theory, Investment Return, Portfolio Risk, Diversification, The Risk of Individual Securities, Estimating Beta, The Capital Asset Pricing Model. Primary Markets and the Underwriting of Securities: Primary market, Underwriter, IPO market, share issue, Brokerage firm, Price setting. Secondary Markets: Secondary Markets, Perfect Markets, Trading Locations, Trading Mechanics, The Role of the Dealer as Market Maker, The National Market System. Money Market Instruments: Treasury Bills, Bid and Offer Quotes on Treasury Bills ,The Primary Market for Treasury Bills, Commercial Paper, Issuers of Commercial Paper, Directly Placed versus Dealer, Placed Paper, The Secondary Market, Yields on Commercial Paper, Bankers Acceptances, Illustration of the Creation of a Bankers Acceptance, Accepting Banks, Dealers, Large, Denomination Negotiable CDs, CD Issuers, Yields on CDs, Repurchase Agreements, Credit Risks, Participants in the Market, Determinants of the Repo Rate

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.

CLO 2: Understand the mechanics and regulation of financial securities exchanges and determine how the value of stocks, bonds, and securities are calculated.

CLO 3: Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.

CLO 4: Evaluate empirical evidence of market performance, and contrast it with theories of market performance.

CLO 5: Explore the international integration of international financial markets and analyze the implications for financial managers.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√			√	
CLO 2		√			√
CLO 3		√	√		
CLO 4		√	√		
CLO 5			√		√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 3- CLO 5	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

Major: Marketing

BA 5351: Consumer Behavior

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This is a major course related to the fundamental concepts, principles and theories of consumer behavior and relates them to the practice of marketing.

Course Content:

An introduction to consumer behavior: Consumption in Europe. The European consumer. Consumers' impact on marketing strategy. Marketing's impact on consumers. Do marketers manipulate consumers. Consumer behavior as a field of study. Perception: Introduction. The perceptual process. Sensory systems. Sensory thresholds. Perceptual selection. Deciding what things mean. Learning and memory: Introduction. Behavioral learning theories. Marketing applications of learning principles. The role of learning in memory. Motivation, values and involvement: Introduction. The motivation process: a psychological perspective. Motivational strength. Motivational direction. Motivational conflicts. Classifying consumer needs. Hidden motives: the psychoanalytical perspective. Consumer desire. Consumer involvement. Values. The means-end chain model. Materialism: the ultimate 'why' of consumption. Attitudes: The power of attitudes. The content of attitudes. Forming attitudes. Attitude models. Using attitudes to predict behavior. Attitude change and interactive communications: Changing attitudes through communication. The source. The message. The source vs. the message: sell the steak or the sizzle. The self: Perspectives on the self. Consumption and self-concept. Gender roles. Body image. Individual decision-making: Consumers as problem-solvers. Problem recognition. Information search. Evaluation of alternatives. Product choice: selecting among alternatives. Shopping, buying, evaluating and disposing: Introduction. Antecedent states. Social and physical surroundings. Shopping: motivations and experiences. e-commerce: clicks vs. bricks. Servicescape: retailing as theatre. Post-purchase satisfaction. Group influence and opinion leadership: Introduction. Reference groups. Asian family structures and household decision-making: Introduction. The family as the intimate corporation: family decision-making. Children as decision-makers: consumers in training. Income and social class: Consumer spending and economic behavior. Social class. How social class affects purchase decisions. Status symbols. Age subcultures: Age and consumer identity. The teen market: it totally rules. Baby boomers: 'Generation X'. Baby boomers. The grey market. Culture and consumer behavior: Culture and consumption. Myths and rituals. Sacred and profane consumption. Consumer society, material culture. Cultural change processes: Introduction. The diffusion of innovations. The fashion system. Lifestyles and European cultures: Lifestyles and consumption choices. Lifestyle marketing. Geographic influences on lifestyles. Ethnic and religious subcultures. Euro, consumers: do they exist. New times, new consumers: Introduction. Environmentalism: saving the planet with a shopping basket. Global marketing and culture. Postmodernism.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To get familiar with the basic concepts consumer behavior and consumer on an individual level, considering the internal influences on behaviors

CLO 2: To gain knowledge of perceptions, theories of learning and motivation, self-concept and values, as well as personality and lifestyles relating to consumer behavior and the key roles played by attitudes on consumer behavior - how attitudes are formed, and how attitudes can be changed

CLO 3: To understand the underlying physiological, psychological, and sociological factors affecting consumer behavior, and how these are useful for market segmentation, targeting, and predicting consumer responses.

CLO 4: To apply consumer behavior concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviors

CLO 5: To recognize the complexity of consumer decision making, and how decision making is affected by context and environmental factors

CLO 6: To gain awareness of various trends and ethical issues affecting society, companies, and consumers

CLO 7: To Critically evaluate the effectiveness of various advertising and promotional campaigns, specifically in terms of attitude formation and change

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5

CLO 1	√				
CLO 2		√			
CLO 3		√	√	√	
CLO 4	√				√
CLO 5		√	√		
CLO 6				√	
CLO 7					
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5352: Brand Management and Strategy

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the course:

This is a marketing major course focused on the study of the process of analyzing, planning, and evaluating promotional strategy and management.

Course Content:

Introduction to Advertising: Definition of Advertising. Facilitating Institutions. Planning Framework. Marketing Strategy & Situational Analysis. The Marketing Plan. The Communication & Persuasion Process. The Advertising Plan. Integrated Marketing Communication: Marketing Strategy and Analysis. The Target Marketing Process. Identifying Markets. Market Segmentation. Select A Target Market. Market Positioning. Developing the Marketing Planning Program. Product Decisions. Price Decisions. Distribution Channel Decisions. Developing Promotional Strategies: Push or Pull? Setting Advertising Objectives: Functional Objectives. Operational Objectives. Behavioral Dynamics. New Customers from Other Brands. New Customers from Other Categories. Increasing SOR. Increasing Brand Loyalty, Reducing Attrition & Price Elasticity. Increasing Usage. Setting Advertising Objectives: Advertising Response Variables: Interviewing Between Advertising & Action. The Dagmar Approach. A Communication Task. A Specific Task. Associating Feelings with The Brand: The Role of Involvement and Life-Cycle Stage. Transformational Advertising. When and How to Use Transformational Advertising? Requirements for Successful Transformational Advertising. What

Affects the Intensity of Feelings? What Makes an Ad More Likeable? Warmth in Advertising. Humor in Advertising. Fear and Anxiety in Advertising. Group Influence & Word-Of-Mouth Advertising: Factors Influencing the Degree of Group Influence. Informational Influence, Word-Of-Mouth and Diffusion Processes. Normative Influence: How Ads Can Give Brand Cultural Meanings. Creative Approaches: Rational Creative Approaches. Comparative Advertising. Inoculate Advertising. Refutation Advertising. Emotional Creative Approaches. Endorser. A Model of Source Factors in Advertising. Using Endorsers in Advertising. Production & Implementation: A Model of the Creation & Production Process. Creating Rough Print Ads. Creating Rough TV Ads. Client Approval & Supplier Selection. Production Stage. Print Production. Broadcast Production.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To get familiar with the varied elements of advertising, personal selling and sales promotion, and optimum promotional mix, through integration and organization.

CLO 2: To enhance students' ability to understand the process of developing and implementing media strategies.

CLO 3: To examine the reasons for the increasing importance of Integrated Marketing Communication

CLO 4: To know the various decision areas under each element of the marketing mix and how they influence and interact with advertising and promotional strategies

CLO 5: To understand the process of developing and implementing media strategies

CLO 6: To learn to evaluate alternative methods of measuring promotional program effectiveness

CLO 7: To learn to participate in a group setting as they have to work in teams in their business careers.

Course Learning Outcomes (CLO)	PLO 1	PL O 2	PL O 3	PL O 4	PL O 5
CLO 1	√				
CLO 2		√			
CLO 3	√		√		√
CLO 4				√	
CLO 5		√		√	
CLO 6	√				
CLO 7					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam

CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam
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BA 5353: International Service Marketing

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the course:

This is a marketing major course focused on basic marketing concepts from earlier marketing courses to make them applicable to service industry settings in international context.

Course content:

New Perspectives on Marketing in the Service Economy: Why Study Services? What Are the Principal Industries of the Service Sector? Powerful Forces Are Transforming Service Markets. What Are Services? Four Broad Categories of Services, A Process Perspective. Services Pose Distinct Marketing Challenges. The Traditional Marketing Mix Applied to Services. The Extended Services Marketing Mix for Managing the Customer. Interface. Marketing Must Be Integrated with Other Management. Functions. A Framework for Developing Effective Service Marketing Strategies. Consumer Behavior in a Services Context: The Three-Stage Model of Service Consumption. Repurchase Stage. Service Encounter Stage. encounter Stage. Positioning Services in Competitive Markets: What Is Required for Positioning Services Effectively? Achieve Competitive Advantage Through Focus. Market Segmentation Forms the Basis for Focused Strategies. Service Attributes and Levels. Positioning Distinguishes a Brand from Its Competitors. Developing an Effective Positioning Strategy. Using Positioning Maps to Plot Competitive Strategy. Changing Competitive Positioning. Developing Service Products: Core and Supplementary Elements: Planning and Creating Service Products. The Flower of Service. Branding Service Products and Experiences. New Service Development. Distributing Services Through Physical and Electronic Channels: Distribution in a Services Context. Distribution Options for Serving Customers: Determining the Type of Contact. Place and Time Decisions. Delivering Services in Cyberspace. The Role of Intermediaries. The Challenge of Distribution in Large Domestic Markets. Distributing Services Internationally. Setting Prices and Implementing Revenue Management: Effective Pricing Is Central to Financial Success. Pricing Strategy Stands on Three Foundations. Revenue Management: What It Is and How It Works. Ethical Concerns in Service Pricing. Putting Service Pricing into Practice. Promoting Services and Educating Customers: The Role of Marketing Communications. Challenges of Services Communications. Marketing Communications Planning. The Marketing Communications Mix. The Role of Corporate Design. Integrating Marketing Communications. Designing and Managing Service Processes: Flowcharting Customer Service Processes. Blueprinting Services to Create Valued Experiences and Productive. Operations. Service Process Redesign. Contents xv the Customer as Co-Producer. Self-Service Technologies. Balancing Demand and Productive Capacity: Fluctuations in Demand Threaten Profitability. Managing Capacity. Analyze Patterns of Demand. Managing Demand. Inventory Demand Through Waiting Lines and Queuing Systems. Customer Perceptions of Waiting

Time. Inventory Demand Through Reservations Systems. Crafting the Service Environment: What Is the Purpose of Service Environments? The Theory Behind Consumer Responses to Service Environments. Dimensions of the Service Environment. Putting It All Together. Managing People for Service Advantage: Service Employees Are Crucially Important. Frontline Work Is Difficult and Stressful. Cycles of Failure, Mediocrity, and Success. Human Resources Management, how to Get It Right. Service Leadership and Culture. Managing Relationships and Building Loyalty: The Search for Customer Loyalty. Understanding the Customer-Firm Relationship. The Wheel of Loyalty. Building a Foundation for Loyalty. Strategies for Developing Loyalty Bonds with Customers. Strategies for Reducing Customer Defections. CRM: Customer Relationship Management. Complaint Handling and Service Recovery: Customer Complaining Behavior. Customer Responses to Effective Service Recovery. Principles of Effective Service Recovery Systems. Service Guarantees. Discouraging Abuse and Opportunistic Customer Behavior. xvi Contents. Improving Service Quality and Productivity: Integrating Service Quality and Productivity Strategies. What Is Service Quality? Identifying and Correcting Service Quality Problems. Measuring and Improving Service Quality. Learning from Customer Feedback. Hard Measures of Service Quality. Tools to Analyze and Address Service Quality Problems. Defining and Measuring Productivity. Improving Service Productivity. Striving for Service Leadership: The Service-Profit Chain. Integrating Marketing, Operations, and Human Resources. Creating a Leading Service Organization. In Search of Human Leadership.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To understand the key concepts and principles of service marketing in international context.

CLO 2: To learn how the unique characteristics of service products impact on design and execution of marketing strategies for services

CLO 3: To distinguish different service types that make up the services industry and draw implications for marketing strategy development

CLO 4: To foster critical thinking and problem solving skills in services marketing and management

CLO 5: To plan and execute a project as part of a team and employ effective and efficient group work strategies in a problem solving environment

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2		√	√	√	
CLO 3		√	√		
CLO 4		√	√		√
CLO 5		√	√		√
Overall	√	√			

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

BA 5354: Marketing Research

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This is a major course related to market research and relates them to practical introduction to marketing research techniques and concepts.

Course Content:

Preliminary steps and research design. Marketing research process. Introduction Marketing Research Scientific marketing research process Defining a problem What marketing research cannot do? Conclusion. Exploratory research design, Research design and its importance in research, Classification and differences between research designs, Exploratory research design Questionnaires. Secondary and primary data. Sampling: Importance of sampling in marketing research, Sampling: basic constructs, Determining sample size, Classification of sampling techniques, Probability sampling techniques, Nonprobability sampling techniques, Selecting an appropriate sampling technique, Measurement and scaling: Importance of measurement and scaling in marketing research, Scales of measurement: fundamental properties, Primary scales of measurement, Comparative and non-comparative scaling, Comparative scaling techniques, Non-comparative scaling, Selecting an appropriate scale, Scale evaluation. Processing and interpreting data. Evaluation and effective presentation of findings. Management use of the information in decision making.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To understand the managerial importance of market research and its role in marketing strategy and the stages in the market research process

CLO 2: To learn to develop a market research design which incorporates appropriate research approaches; including measurement instruments and sampling frames

CLO 3: To learn to use contemporary statistical packages to analyze quantitative data

CLO 4: To interpret data analysis in the context of the identified business problem

CLO 5: To communicate research results in written and oral presentation formats

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√		√		

CLO 2		√	√	√	√
CLO 3		√	√	√	
CLO 4		√	√		√
CLO 5		√	√	√	
Overall	√		√		

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Class Test, Mid Semester Exam
CLO 4- CLO 7	Reference Book, PPT, WB, Handout	Assignment, Final Semester Exam

Major: Management Information Systems

BA5361: Advanced Programming Concepts

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

The course is designed to give ideas related to two parts. One is Operating systems which act as an intermediary between a user of a computer and the computer hardware. Two primary aims of operating systems are to manage resources (e.g., CPU time, memory) and control users and software. Another is networking, which helps resolve the numerous errors related to data communication, bandwidth, IP address, etc. This course describes the fundamental concepts behind operating systems and examines how design goals can be achieved

Course Content:

Introduction to Digital Computers. Programming algorithms and flowchart construction. Representation in digital computers, binary number systems, binary arithmetic, and binary codes. Writing debugging and running structured programs using C language: data types, variables, constants, operators and expressions, assignments and type conversion in assignments, control flow, functions, and program structure, pointers and arrays, strings, advanced data types, the pointer to functions, and program structure, pointers and arrays, strings, advanced data types, a pointer to functions, user-defined data types, advanced operators, records, input/output, dynamic variables and linked lists, recursion, and graphics programming. The course includes lab work based on the theory taught, control flow, functions, and program structure, pointers, and arrays, strings, advanced data types, Cryptography, Encryption, Decryption, Cybersecurity basics, Domain Name System: A domain name, hosting, IP address, DNS message, Search box, Practical Session: Network error, IP set up, LAN set up, CMD performance measurement, Encryption, decryption, etc.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Describe the various technical terms used in networking and telecommunications

CLO 2: Resolve the numerous errors related to data communication, bandwidth, IP address, and so on.

CLO 3: Execute the CMD code to test network performance, attenuation, MAC, and IP address detection.

CLO 4: Analysis of ethical considerations in data access, network path without prior permission, and familiarity with cybersecurity issues.

CLO 5: Analyze the performance of a given network scenario using standards established by the ISO and the organization itself.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√	√		
CLO 3	√		√	√	
CLO 4		√			√
CLO 5					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Lecture, visual presentation, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam,
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

BA5362: Networking & Operating Systems

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

The course aims to give an overview of how the Internet works and the difference between the Internet and the World-Wide Web. It introduces the basic principles of networked systems, the concept of a protocol, and the importance of layering in the design of the network

Course Content:

The logical and physical design and implementation of computer networks. The framework of layered architecture, different protocols, cable types and connectors, network naming and security, wide area networks, network troubleshooting, file systems of Microsoft NT, installing, fault tolerance, WINNT resources, remote access, performance monitor, file systems of UNIX, basic commands, editors, and shell scripts.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Describe the functions which are unique to network operating systems vs other operating systems **CLO 2:** Install and configure a network operating system).

CLO 3: Understand the principles underlying networked systems, such as the Internet, including the importance of layering in protocol design; Install and configure common network servers such as SMTP and FTP servers; Install and configure common network utilities such as DNS and NFS.

CLO 4: Implement simple operating system components and basic algorithms.

CLO 5: Analyze the key features of local-area network technology, such as Ethernet.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√	√		
CLO 3			√	√	
CLO 4		√			
CLO 5					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Lecture, visual presentation, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam,
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

BA5363: Database Systems

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is designed to make familiar with the importance of databases, core concepts, database design and its refinement, and a moderate level of expertise in SQL. Students should be able to design the database schema for at least a small-sized real-life application. Topics will include Information Systems fundamentals; IS infrastructure; organizational and business strategies for Information Systems, Managing Information Systems; Information Systems for commerce and collaboration; business intelligence and Enterprise Information Systems; security, privacy, and ethics for Information Systems

Course Content:

Database Management Systems provides comprehensive and up-to-date coverage of the fundamentals of database systems. Coherent explanations and practical examples have made this one of the leading texts in the field. Fundamental concepts. System organization and implementation of database systems. Relational, hierarchical, and network data models. File organizations and data structures. Query languages, query optimization. Database design. Concurrency control. Security issues evolving distributed database systems. The course includes lab work based on the theory taught. Data storage, Data Design, and Different Information backup.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: Acquire the basic concepts and uses of databases with different applications/Systems.

CLO 2: Describe and apply different stages of database development using different data models.

CLO 3: Identify function dependencies and resolve database anomalies by normalizing database tables.

CLO 4: Build code of Structured Query Language (SQL) for database definition and manipulation using any DBMS.

CLO 5: Demonstrate an understanding of the ethical issues associated with the integration of information systems into society.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√				
CLO 2		√	√		
CLO 3			√	√	
CLO 4		√			
CLO 5					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Lecture, visual presentation, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam,
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This course is designed to introduce students to the technologies, tools, and software for designing, developing, and administering fully functioning e-Business websites. The practical steps needed to design and Developing professional websites will be discussed. The supporting databases, as well as the program codes used to enforce business rules and control transitional processing, will be described. Students will learn HTML5, CSS3, JavaScript, PHP, and database management systems and use them to create effective web pages and interactive websites

Course Content:

This course focuses on recognizing and explaining the electronic business processes and identifying and recommending the Internet and E-Commerce. Topics include implementation of and conducting E-Business and managing Web: the global and local market, business to business, Web application, corporate Web server management, legal considerations, Electronic Payment Systems (EPS), the role of the bank in E-commerce, the business model for E-commerce. It covers Microsoft BizTalk, SOAP, and XSL. A case study describing a bond trading system illustrates the patterns in practice, and the book offers a look at emerging standards, as well as insights into what the future of enterprise integration might hold. It provides a consistent vocabulary and visual notation framework to describe large-scale integration solutions across many technologies. It also explores in detail the advantages and limitations of asynchronous messaging architectures.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: This course aims at providing the basic concepts of designing, developing, and administering the basic concepts of different technologies for creating e-Business Web-based Applications.

CLO 2: Recognize e-business models which create effective and interactive websites to support e-Commerce operations.

CLO 3: Examine the methods and technologies used to process online payments.

CLO 4: Understand the process of keeping the E-commerce site secure.

CLO 5: Analyze the performance of a given network scenario using standards established by the ISO and the organization itself.

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√		√		√
CLO 2			√		
CLO 3		√	√	√	
CLO 4					
CLO 5					√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Lecture, visual presentation, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam,
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

Major: Supply Chain Management

BA 5371: Sourcing and Operations in Procurement and Supply Chain Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

The course provides a special emphasis on the development and management of strategic sourcing relationships and promotes an understanding of the strategic role of supply management in effective supply/demand/value chain operations. Purchasing and supply management play an essential role in the ability of the firm to operate efficiently and be competitive in the contemporary global business environment. Included in these processes are activities involved in identifying potential suppliers, creating relationships with selected suppliers, obtaining the needed materials in the most efficient quantities at the highest quality levels, and developing strategies designed to ensure an uninterrupted flow of goods and materials. The objective of this course is to make students aware of the demands placed upon purchasing professionals, and to understand the impact of purchasing on the competitive success and profitability of the firm. They must also have an understanding of legal and ethical considerations which affect purchasing decision-making.

Course Content:

Options for sourcing of requirements from suppliers: Explain the sourcing process in relation to procurement, Compare the main approaches to the sourcing of requirements from suppliers, develop selection and award criteria that can be commonly applied when sourcing requirements from external suppliers, Explain the main consequences on supply chains when sourcing requirements from suppliers. plan for sourcing goods or services from external suppliers: Choose appropriate selection criteria to inform the identification of appropriate external suppliers in the sourcing plan, choose a balance of commercial and technical award criteria in the sourcing plan, Produce a plan for the sourcing of goods or services from external suppliers. Assess the financial stability of potential suppliers. sourcing of requirements from external Understand compliance issues when sourcing from suppliers: Analyze the main legislative, regulatory and organizational requirements when sourcing in the not for profit, private and public sectors, Analyze the main legislative, regulatory and organizational requirements when sourcing from international suppliers. Understand the workflow involved when making agreements with suppliers : Explain the details

that should typically be created in a purchase requisition, Explain the process for receiving quotations for the supply of goods or services, Assess the implications of contractual provisions that may be included in quotations for the supply of goods or services, Develop a standard purchase order for goods or services : Analyze the details that should typically be created in a purchase order, Complete a purchase order for goods or services, Workflow involved in procurement and supply : Calculate future demand from relevant data used within procurement and supply, Use data that relates to the pricing of goods or services for procurement and supply, Use financial data supplied in sets of accounts to gauge the financial standing of organizations in procurement and supply, Draw conclusions from the operation of financial budgets for procurement and supply.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To understand the interrelationship among the drivers of supply chain

CLO 2: To realize the importance of Purchasing and Sourcing management in modern day business

CLO 3: To addresses the legal and ethical issues related to procurement and sourcing

CLO 4: To understand the power of negotiation in sourcing and procurement

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√			
CLO 2	√	√	√		
CLO 3				√	√
CLO 4		√		√	√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 4- CLO 5	Reference Book, PPT, WB, Handout	Class Performance, Quiz, Assignment, Final Semester Exam

BA 5372: Inventory and Logistics Operations

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

The aim of this subject is to provide students with analytical skills that are necessary for the understanding of inventory and logistics management knowledge and principles. This subject emphasizes the importance of the roles and functions of inventory and warehousing operations in logistics management.

Course Content:

Implications of purchasing and supplying inventory: Classify the main types of inventory, Assess the costs involved in holding inventory, Explain the main techniques for the monitoring and control of inventory, Analyze the main techniques for calculating the future demand of inventory. Methods for the storage and movement of inventory: principles of stores and warehouse design, describe the use of product coding in inventory operations, describe the use of warehousing equipment. Principles of transportation in logistics: Explain the main modes of transportation in logistics, explain documentation that relates to transport in logistics, assess common types of incoterms in international logistics, Develop a plan for the transport of freight.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To demonstrate the importance of optimum inventory and efficient warehousing management in business

CLO 2: To analyze the different types of inventories, their costs and operations

CLO 3: To explain the layout and operations of a warehouse or distribution center

CLO 4: To understand the functions of packaging, the various modes of transportation, and both simple and complex distribution channels

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√			√	√
CLO 2		√		√	√
CLO 3	√			√	√
CLO 4				√	√
Overall	√	√		√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 2	Reference Book, Class Lectures, Handout	Presentation, Class Test, Class Performance, Mid Semester Exam
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

BA 5373: Strategic Supply Chain Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

Logistics and supply chain management as a source of competitive advantage. There is a realization that company can do better by its logistics system. This becomes more important as product life cycles are shrinking and competition is intense. Logistics and supply chain management today represent great challenges as well as tremendous opportunities for most firms. The design of a logistics system is critically linked to the objectives of the supply chain. The main goal in this course is to understand how logistical and cross functional drivers of supply chain can have the impact on the performance of the firm. The key will be to understand the link between supply chain structures and strategic decision which will be taken based on Supply chain drivers.

Course Content:

How strategic supply chain management can support and influence corporate and business levels of strategy : Critically assess the relationship between functional, business and corporate levels of strategy , Evaluate the contribution of strategic supply chain management to corporate and business strategy, Evaluate the impact of market change on strategic supply chain management to support and influence corporate and business levels of strategy, Critically compare the main approaches to the development and implementation of strategic relationship management in supply chains; Understand how different aspects of supply chain design can influence the supply chain strategy: Critically compare the main approaches to segmentation in designing supply chains, Analyze the main approaches to developing networked supply chains, Analyze the role of distribution systems in supply chain management, Evaluate the main ways of achieving lean and agile supply chains. Techniques to achieve effective strategic supply chain management : Review approaches to developing and implementing industry level collaboration to achieve effective strategic supply chain management, Evaluate the main approaches for the change management of stakeholders to achieve effective strategic supply chain management, Analyze the main approaches to measuring supply chain performance, Analyze how the development of knowledge and skills can help achieve effective strategic supply chain management. create a plan to achieve effective strategic supply chain management: Critically analyze the range of techniques that can be used to optimize the effectiveness of the supply chain, Develop/design a strategic supply chain plan.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To understand the interrelationship between logistic (facility, inventory & transportation) and cross functional (information, sourcing & pricing) drivers of supply chain

CLO 2: To analyze the drivers of supply chain in strategic decision point of view

CLO 3: To demonstrate how can formulate the strategies for managing supply chain network

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√	√		√	
CLO 2		√	√		
CLO 3		√			√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 3	Reference Book, Class Lectures, Handout	Presentation, Quiz, Class Performance, Mid Semester Exam
CLO 3- CLO 5	Reference Book, Class Lectures, Handout	Case Study, Assignment, Final Semester Exam

BA 5374: Managing Contracts and Relationships in Procurement and Supply Chain Management

Credits: 3.00

Contact hours: 3.0 hrs. /week.

Rationale of the Course:

This unit concentrates on approaches to contract and supplier relationship management involving stakeholders in these processes. Personnel involved in creating contracts and relationships with external organizations need to ensure outcomes that achieve organizational requirements including costs, quality, risk management and timing.

Course Content:

Dynamics of relationships in supply chains: Classify types of commercial relationships in supply chains, apply portfolio analysis techniques to assess relationships in supply chains, Classify the competitive forces that impact on relationships in supply chains, Analyze the sources of added value that can be achieved through supply chain relationships. Legal aspects relating to the performance of contracts: Evaluate the elements of a legally binding agreement, compare implied and express terms that affect performance issues, Explain the recourse for non-performance in contract, Explain the main approaches to conflict resolution in commercial contracts. Approaches to achieve the management of contracts: Assess the main types of contractual risk, interpret financial, technical and performance data relating to the performance of contracts, Assess the responsibilities for contract management, Explain the main responsibilities of a contract manager. Understand the main techniques for the management of contracts and suppliers: Compare contract management and supplier relationship management, Explain the main techniques for supplier relationship management, Explain the main techniques for supplier development, Explain techniques for relationship improvement.

Mapping Course Learning Outcomes (CLOs) with PLOs

CLO 1: To understand the dynamics of relationships in supply chains

CLO 2: To understand the legal aspects relating to the performance of contracts

CLO 3: To understand the main approaches to achieve the management of contracts

CLO 4: To understand the main techniques for the management of contracts and suppliers

Course Learning Outcomes (CLO)	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO 1	√		√		√
CLO 2		√		√	√
CLO 3	√			√	√
CLO 4			√		√
Overall	√	√	√	√	√

Mapping Course Learning Outcomes (CLOs) with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO 1- CLO 4	Reference Book, PPT, WB, Handout	Case Study, Presentation, Class Test, Mid Semester Exam
CLO 5- CLO 6	Reference Book, PPT, WB, Handout	Quiz, Assignment, Final Semester Exam