

Academic Program Guide

Session: 2023– 2024



Bangladesh Institute of
Governance and Management

Academic Program Guide

Session: 2023 – 2024

Master's in Public Affairs (MPA)

- **Governance and Public Policy (GPP)**
- **International Economic Relations (IER)**
- **Human Resource Management (HRM)**
- **Project Management (PM)**
- **Public and Private Financial Management (PPFM)**
- **Procurement and Supply Chain Management (PSM)**

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1.

INTRODUCTION

Bangladesh Institute of Governance and Management (BIGM), formerly Civil Service College, Dhaka, a post-graduate institution affiliated to the University of Dhaka, was established in 2006 with the objective of creating a center of international standard for studies, research and high-level skills training on public policy, management, and promotion of good governance in the country. Registered under the Trusts Act, 1882 as a not-for-profit organization, BIGM provides opportunities for post-graduate studies at highly subsidized tuition fee, so that the public and private sector executives (officers) can afford. At inception, the Institute operated out of a rented facility at BIAM Foundation Bhaban, Eskaton, Dhaka. It moved to its own campus at Agargaon in July 2013.

BIGM has been offering Master's in Public Affairs (MPA) Programs in

- (i) Governance and Public Policy (GPP),
- (ii) International Economic Relations (IER), and
- (iii) Human Resource Management (HRM).

The Institute has expanded its MPA program in 3 more new areas from the academic session 2023 - 2024:

- a) Project Management (PM),
- b) Public and Private Financial Management (PPFM), and
- c) Procurement and Supply Chain Management (PSM).

The duration of the Master's programs in the Institute was initially one year. In 2007, the period was extended to 18 months to bring it up to the international standard and to allow sufficient time for the students to write a research/term paper.

The Institute is the brainchild of a few distinguished members of the civil service, both retired and active, led by the former cabinet secretary, the late Mr. M. Mahbubuzzaman. The idea of

establishing an institute for higher studies for the members of the civil service in Bangladesh was felt for long for a number of reasons. With the increasing size of civil service in Bangladesh, effective management of the public service has increasingly become knowledge bound, skill intensive and complex. But opportunities and exposure to systematic and comprehensive in-service training and higher studies in particular both at home and abroad continue to be limited. Facilities for higher studies for the executives particularly on public policies and governance were non-existent in the country.

The Institute aims at meeting the needs of higher studies of the executives of the civil service and private sector including those of the third sector entities (NGOs) who do not obtain a chance for higher studies abroad but have sound academic background and potentiality, and are keen to improve their knowledge and performance. This aim is derived from the understanding that the Institute has a responsibility to create a critical mass needed for improving the degree of efficiency in the delivery of services and improving the quality of policy analysis and governance in general. By providing a co-learning environment for executives from different professional sectors in the society, strengthening of public and private partnership as well as promotion of a sense of mutual recognition, so essential for holistic development in a market-driven economy, is envisaged.

BIGM is an Institute with a difference. The courses here are designed to cope with the emerging socio-economic challenges faced by the professionals of both public and private sectors and relevant to their service and work situation at home and abroad so that these professionals can effectively deal with both national and international issues confronting them. In this era of globalization, business has become more complicated. Hence, the courses are designed to prepare executives to use the tools of analysis and strategic management in order to successfully perform. The courses offer a blend of theory and practice and emphasize experimental and professional learning.

The campus of the Institute is spacious and eco-friendly with extrusive greenery. It is fully digitized with latest e-technologies. Already, admission to the Institute has been made on-line. Wi-i connection is available in the campus. Facilities like e-library and e-journals are being developed. A spacious computer lab furnished with the latest hardware and software is available for the students as well as the faculty for both training and research activities. There is a spacious cafeteria and a faculty lounge for sharing views and experiences.

2.

VISION, MISSION, OBJECTIVES

VISION:

BIGM envisages to become a premium knowledge hub by adding value in teaching, training and research regarding policy, governance and development to serve the interest of the country and its people.

MISSION:

The Institute intends to enhance the capacity of the executives of both public and private sectors by:

1. strengthening their knowledge, skills, insights and positive attitude;
2. sharpening their professionalism and critical thinking capabilities, and
3. inculcating in them commitment and strategic policy leadership through post-graduation level professional education, cutting-edge research, and higher level training.

OBJECTIVES:

- To facilitate the sustainable growth and development of Bangladesh through human resources development—imparting and transferring appropriate skills, providing the right leadership and the art of management of a global standard;
- To train the public and private sector executives, including NGOs to enable them to perform their functions efficiently;
- To offer Masters and PhDs in social sciences and areas relevant to the public service and conduct research activities in key areas of public administration, management and development;
- To organize different programs for foreign partnership with national and international institutes/universities;
- To build commitment and strategic capacity in governance, leadership, public administration and management;
- To strengthen the knowledge-base of the executives of the civil services and private sectors so that they can apply modern methods and techniques of management and development administration in actual practice;
- To assist both public and private sectors in formulation and implementation of policies on governance and development;
- To help implement reforms in administration to bring about people-oriented positive change in the public and corporate domains;
- To give policy inputs to both government and non-government entities on national and international issues, and act as a “Think Tank” for the society.

3.

ACADEMIC PROGRAMS

Master's in Public Affairs

- Governance and Public Policy (GPP)
- International Economic Relations (IER)
- Human Resource Management (HRM)
- Project Management (PM)
- Public and Private Financial Management (PPFM)
- Procurement and Supply Chain Management (PSM)

Class Timing

4 Semesters

Classes are generally held on Saturdays (18:30-21:30), Sundays (18:30-21:30) and Monday (18:30 – 21:30). In case of necessity, classes may be held on other days.

Option 1

4 semesters (42 credits) coursework plus term paper writing (3 credits), Total 45 credits

Option 2

4 semesters (36 credits) coursework plus thesis writing (9 credits), Total 45 credits

4.

COURSE PLAN

- **Governance and Public Policy (GPP)**
- **International Economic Relations (IER)**

First Semester	First year		Second year		Total Credits
	Second Semester	Third Semester	Fourth Semester		
1 non-credit course+ 3 courses with 3 credit each	4 courses	4 courses	Option: I	3 courses of 9 credits +Term paper (3 credit). Submission of Term paper of 3 credits within the end of 4 th semester.	Total Credits 45
9 credit	12 credits	12 credits	Option: II	1 course of 3 credit + Thesis (9 credits). Submission of Thesis of 9 credits within three months of the end of 4 th semester.	Total Credits 45

- **Human Resource Management (HRM)**

First Semester	First year		Second year		Total Credits
	Second Semester	Third Semester	Fourth Semester		
4 courses	4 courses	4 courses	Option: I	2 courses of 6 credit + Term paper (3 credits). Submission of Term paper of 3 credits within the end of 4 th semester.	Total Credits 45
12 credits	12 credits	12 credits	Option: II	Thesis (9 credits). Submission of Thesis of 9 credits within the end of 4 th semester.	Total Credits 45

- **Project Management (PM);**
- **Public and Private Financial Management (PPFM); and**
- **Procurement and Supply Chain Management (PSM)**

First Semester	First year		Second year		Total Credits
	Second Semester	Third Semester	Fourth Semester		
4 courses	4 courses	4 courses	Option: I	2 courses of 6 credit + Term paper (3 credits). Submission of Term paper of 3 credits within the end of 4 th semester.	45
12 credits	12 credits	12 credits	Option: II	Thesis (9 credits). Submission of Thesis of 9 credits within the end of 4 th semester.	45

5.

COURSE EVALUATION

The grade in a course will be based on an overall evaluation of a student's performance throughout the semester in assignments, examinations, quizzes, term papers, project work, class attendance and participation. The students will be evaluated on the basis of the following items:

Attendance and Participation	10%
Group Assignment	10%
Individual Assignment	10%
Mid-Term Examination	20%
Final Examination	50%
Total	100%

Depending on the nature of the course, minor modifications can be made by the respective course instructor(s), provided it is incorporated in the course outline. Mid-term examination and final examination will be held on the pre-announced dates. Numerical scores earned by the students in tests, exams, and assignments will be cumulated and converted into letter grades at the end of the semesters.

6.

ATTENDANCE REQUIREMENTS

A student shall have to attend at least 75% of the classes held in a course. Anybody whose attendance is less than 60% will not be allowed to sit for the final examination and will be deemed to have discontinued the course(s). Whose attendance falls below 75% but not below 60% may appear in the examination on payment of a non-collegiate fee as may be prescribed by the University of Dhaka from time to time.

7.

GRADING

Letter Grades shall be used to assess the performance of a student in a course of which A+, A, A-, B+, B, B-, C+, C and D are considered passing grades, F is the failing grade.

The numerical equivalence of the grades as used by the Institute in calculating CGPA is as follows:

Numerical Marks	Letter Grade	Grade Points
80 and above	A +	4.00
75 to less than 80	A	3.75
70 to less than 75	A-	3.50
65 to less than 70	B+	3.25
60 to less than 65	B	3.00
55 to less than 60	B-	2.75
50 to less than 55	C+	2.50
45 to less than 50	C	2.25
40 to less than 45	D	2.00
Less than 40	F	00
	I	Incomplete
	W	Withdrawn

8.

TERM PAPER AND THESIS REQUIREMENTS

The schedule of the last (4th) semester will include dates for submission of the term paper and thesis. Those who will fail to submit the term paper or thesis on time will be deemed to have failed and the result sheet will show as fail. However, students could re-engage with the term paper/thesis in the corresponding semester of the next session.

9.

COURSE POLICIES

- Students need to obtain CGPA of 2.25 for enrolment in the next/subsequent semester.
- Students are encouraged to contact the Instructor in case of any difficulty relating to course content.
- A student who wishes to write a thesis must obtain a CGPA of 3.5 in the first three semesters and the thesis must be completed within the three months of the end of the 4th semester.
- There is no permission for makeup examinations.
- Students need to follow BIGM Rules regarding the term paper/thesis submission (see website).
- Any unfair means will be severely dealt with. Students are reminded of the BIGM Policy on 'Dealing with Cheating and Plagiarism'.

10. A

ACADEMIC PROGRAM DESCRIPTION

Governance and Public Policy

MPA in Governance and Public Policies is designed to enhance knowledge, skills and related capabilities of public officials and individuals to confront the complexities of development in an increasingly globalized environment. In addition to preparatory and core subjects, the Program offers a wide range of elective courses including the emerging disciplines so that the students can pursue their studies in accordance with their academic interests and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to write a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES

- English for Professionals GPP-PC-401
- Fundamental of Economics GPP-PC-402
- Fundamental of Political Science and Public Administration GPP-PC-403
- Research Methodology GPP-PC-404

CORE COURSES

- Governance and Public Policy GPP-CC-401
- Poverty Alleviation GPP-CC-402
- Environmental Management and Sustainable Development GPP-CC-403
- Ethics and Anti-corruption GPP-CC-404
- Public-Private Partnership GPP-CC-405
- Strategic Management and Leadership GPP-CC-406
- Public Policy Analysis GPP-CC-407
- Budgeting and Management of Public Resources GPP-CC-408

ELECTIVE COURSES (Among the following, 4 Elective Courses will be offered.)

- International Governance and Cooperation GPP-EC-401
- Current Issues in Globalization GPP-EC-402
- Globalization and the New Economic Order GPP-EC-403
- Financial Management GPP-EC-404
- Project Development and Management GPP-EC-405
- E-governance and IT GPP-EC-406
- NGOs as Development Partners GPP-EC-407
- Gender, Diversity and Governance GPP-EC-408
- Human Rights and Social Justice GPP-EC-409

Research Paper

- Term paper GPP EC 501 (3 Credits); or
- Thesis GPP EC 601 (9 Credits)

10.B

ACADEMIC PROGRAM DESCRIPTION

International Economic Relations

MPA in International Economic Relations is designed to prepare the executives of both public and private sectors to be well grounded through the theories and practices of both local and international economic development in a global context. The program will prepare students serve as a catalyst in the promotion, development and application of the science and art of international economics and management in the process of nation building.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to write a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES

- English for Professionals IER-PC-401
- Fundamental of Economics IER-PC-402
- Fundamental of Political Science and Public Administration IER-PC-403
- Research Methodology IER-PC-404

CORE COURSES

- Microeconomics IER-CC-401
- Macroeconomics IER-CC-402
- Budgeting and Management of Public Resources IER-CC-403
- WTO and International Trade IER-CC-404
- Environmental Management and sustainable Development IER-CC-405
- Economic Diplomacy IER-CC-406
- Banking and Monetary Management IER-CC-407
- Current Issues of Globalization IER-CC-408

ELECTIVE COURSES (Among the following, 4 Elective Courses will be offered.)

- International Economics IER EC 401
- Project Development and Management
- Financial Management IER-EC-402
- Public Policy Analysis IER-EC-601
- Issues of International Governance and Cooperation IER-EC-403
- Political Economy of Poverty and Inequality IER-EC-404
- E-governance and IT IER-EC-404
- Public-Private Partnership IER-EC-405
- NGOs as Development Partners IER-EC-406
- Ethics and Anti-corruption IER-EC-407
- Gender, Diversity and Governance IER-EC-408
- Human Rights and Social Justice IER-EC-409

Research Paper

- Term paper IER EC 501 (3 Credits) or
- Thesis IER EC 601 (9 Credits)

10.C

ACADEMIC PROGRAM DESCRIPTION

Human Resource Management

Master's in Human Resource Management is designed to enhance knowledge, skills and related capabilities of public, private and NGO/CSO officials to confront the complexities of human resource development in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a range of elective courses so that the students can pursue their studies in accordance with their academic interest and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to take a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES (3 credit hours each)

- English for Business Communication (HRM-PC-401)
- Fundamentals of Management (HRM-PC-402)
- Fundamentals of Economics (HRM-PC-403)
- Research Methodology (HRM-PC-404)

CORE COURSES (3 credit hours each)

- Human Resources Management (HRM-CC-401)
- Organizational Behavior and Development (HRM-CC-402)
- Strategic Management and Leadership (HRM-CC-403)
- Strategic Human Resource Management (HRM-CC-404)
- Employee Training and Development (HRM-CC-405)
- Conflict Management and Negotiation (HRM-CC-406)
- Business Ethics and Anti-corruption Measures (HRM-CC-407)
- Strategic Human Resource Planning (HRM-CC-408)

ELECTIVE COURSES (3 credit hours each)

- International Human Resource Management (HRM-EC-401)
- Employment and Labor Laws in Bangladesh (HRM-EC-402)
- Corporate Governance (HRM-EC-503)
- Employment Relation and Compensation Management (HRM-EC-404)
- Globalization and Management Challenges (HRM-EC-405)
- Human Resources Management Information Systems (HRM-EC-406)

RESEARCH PAPER

- Term paper HRM EC 501 (3 Credits); or
- Thesis HRM EC 601 (9 Credits)

10.D

ACADEMIC PROGRAM DESCRIPTION

Project Management (PM)

Master's in Project Management (PM) is designed to enhance knowledge, skills and related capabilities of public, private and NGO/CSO officials to confront the complexities of project management in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a range of elective courses so that the students can pursue their studies in accordance with their academic interest and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to take a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES (3 credit hours each)

- Communicative English (PM-PC 401)
- Fundamentals of Management (PM-PC 402)
- Fundamentals of Economics (PM-PC 403)
- Research Methodology (PM-PC 404)

CORE COURSES (3 credit hours each)

- Project Development and Management (PM CC 401)
- Program Implementation and Management (PM CC 502)
- Project Risk and Cost Management (PM CC 503)
- Project Communications Management (PM CC 504)
- Project and Program Governance (PM CC 505)
- Agile Project Management (PM CC 506)
- Financial Management (PM CC 507)
- Human Resource Management (PM CC 508)

ELECTIVE COURSES (3 credit hours each)

- Decision-Making and Problem Solving (PM EC 401)
- Conflict Management and Negotiation (PM EC 402)
- Public-Private Partnership in Investment Management (PM EC 403)
- Strategic Management and Leadership Development (PM EC 404)
- E-Governance and Information Technology (PM EC 405)
- Environmental Management and Sustainable Development (PM EC 406)

RESEARCH PAPER

- Term paper PM EC 501 (3 Credits); or
- Thesis PM EC 601 (9 Credits).

10.E

ACADEMIC PROGRAM DESCRIPTION

Public and Private Financial Management (PPFM)

Master's in Public and Private Financial Management (PPFM) is designed to enhance knowledge, skills and related capabilities of public, private and NGO/CSO officials to confront the complexities of financial management in the public and private sectors in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a range of elective courses so that the students can pursue their studies in accordance with their academic interest and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to take a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES (3 credit hours each)

- Communicative English (FM P401)
- Fundamentals of Management (FM P402)
- Fundamentals of Economics (FM E403)
- Business Research Methodology (FM E404)

CORE COURSES (3 credit hours each)

- Managerial Accounting (FM CC 401)
- Managerial Finance (FM CC 402)
- Corporate Finance (FM CC 403)
- Financial Statement Analysis and Reporting (FM CC 404)
- Investment Analysis and Portfolio Management (FM CC 405)
- Public Financial management (FM CC 406)
- Government and Not-for-Profit Accounting (FM CC 407)
- Macro-economic Management (FM CC 408)

ELECTIVE COURSES (3 credit hours each)

- International Financial Management (FM EC 401)
- Venture Capital and Private Equity (FM EC 402)
- Wealth Management (FM EC 403)
- Commercial Banking (FM EC 404)
- Business Law (FM EC 405)
- Business Bargaining and Negotiation (FM EC 406)
- Public Pensions and Insurance Funds Management (FM EC 407)
- Ethical Issues in Business (FM EC 408)
- Management of Financial Institutions (FM EC 409)

RESEARCH PAPER

- Term paper FM EC 501 (3 credits); or
- Thesis FM EC 601 (9 Credits).

10.F

ACADEMIC PROGRAM DESCRIPTION

Procurement and Supply Chain Management (PSM)

Master's in Human Resource Management is designed to enhance the knowledge, skills and related capabilities of public, private and NGO/CSO officials to confront the complexities of human resource development in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a range of elective courses so that the students can pursue their studies in accordance with their academic interests and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to take a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

PREPARATORY COURSES (3 credit hours each)

- Communicative English (PSM PC 401)
- Fundamentals of Management (PSM PC 402)
- Fundamentals of Economics (PSM PC 403)
- Business Research Methodology (PSM PC 404)

CORE COURSES (3 credit hours each)

- Context of Procurement and Supply (PSM CC 401)
- Sourcing and Procurement (PSM CC 402)
- Business needs in Procurement and Supply (PSM CC 403)
- Negotiation and Contracts in Supply Chain Management (PSM CC 404)
- Managing Risk in Procurement and Supply (PSM CC 405)
- Leadership in Procurement and Supply (PSM CC 406)
- Program and Project Management (PSM CC 407)
- Strategic Supply Chain Management (PSM CC 408)

ELECTIVE COURSES (3 credit hours each)

- Managing Contracts and Relationships in Procurement and Supply (PSM EC 401)
- Sustainability in Supply Chains (PSM EC 402)
- Corporate and Business Strategy (PSM EC 403)
- Competitiveness in Supply Chains (PSM EC 404)
- Procurement and Supply Management (PSM EC 405)

RESEARCH PAPER

- Term paper PSM EC 501 (3 Credits); or
- Thesis PSM EC 601 (9 Credits).

11.A SEMESTER WISE COURSE LIST

	<u>Governance and Public Policy</u>	<u>International Economic Relations</u>	<u>Human Resource Management</u>
First Semester	<ol style="list-style-type: none"> 1. Fundamentals of Political Science and Public Administration 2. Research Methodology 3. Fundamentals of Economics 4. English for Professionals 	<ol style="list-style-type: none"> 1. Fundamentals of Economics 2. Fundamentals of Political Science and Public Administration 3. Research Methodology 4. English for Professionals 	<ol style="list-style-type: none"> 1. Fundamentals of Economics 2. Fundamentals of Management 3. Research Methodology 4. English for Business Communication
Second Semester	<ol style="list-style-type: none"> 1. Poverty Alleviation 2. Environmental Management and Sustainable Development 3. Ethics & Anti-corruption 4. Governance and Public Policy 	<ol style="list-style-type: none"> 1. Microeconomics 2. Environmental Management and Sustainable Development 3. Banking and Monetary Management 4. Current Issues in Globalization 	<ol style="list-style-type: none"> 1. Human Resource Management- 2. Organizational Behavior and Development 3. Strategic Management 4. Employee Training and Development
Third Semester	<ol style="list-style-type: none"> 1. Strategic Management and Leadership 2. Public Private Partnership 3. Budgeting and Management of Public Resources 4. Public Policy Analysis 	<ol style="list-style-type: none"> 1. Economic Diplomacy 2. WTO and International Trade 3. Budgeting and Management of Public Resources 4. Macroeconomics 	<ol style="list-style-type: none"> 1. Conflict Management and Negotiation 2. Business Ethics and Anti-corruption Measures 3. Strategic Human Resource Planning 4. Strategic Human Resource Management
Fourth Semester	<ol style="list-style-type: none"> 1. Human Rights and Social Justice 2. E-governance and IT 3. Project Development and Management 4. Term paper; or Thesis 	<ol style="list-style-type: none"> 1. International Economics 2. E-governance and IT 3. Project Development and Management 4. Term paper; or Thesis 	<ol style="list-style-type: none"> 1. Employment and Labor Laws in Bangladesh 2. Employment Relation and Compensation Management 3. Term paper; or Thesis

11.B SEMESTER WISE COURSE LIST

	<u>Project Management</u>	<u>Public and Private Financial Management</u>	<u>Procurement and Supply Chain Management</u>
First Semester	<ol style="list-style-type: none"> 1. Communicative English 2. Fundamentals of Management 3. Fundamentals of Economics 4. Research Methodology 	<ol style="list-style-type: none"> 1. Communicative English 2. Fundamentals of Management 3. Fundamentals of Economics 4. Business Research Methodology 	<ol style="list-style-type: none"> 1. Communicative English 2. Fundamentals of Management 3. Fundamentals of Economics 4. Business Research Methodology
Second Semester	<ol style="list-style-type: none"> 1. Project Development and Management 2. Program Implementation and Management 3. Project Risk and Cost Management Project 4. Communications Management 	<ol style="list-style-type: none"> 1. Managerial Accounting 2. Managerial Finance 3. Corporate Finance 4. Financial Statement Analysis and Reporting 	<ol style="list-style-type: none"> 1. Context of Procurement and Supply 2. Sourcing and Procurement 3. Negotiation and Contracts in Supply Chain Management 4. Procurement and Supply Management (PSM E505)
Third Semester	<ol style="list-style-type: none"> 1. Project and Program Governance 2. Agile Project Management 3. Financial Management 4. Human Resource Management 	<ol style="list-style-type: none"> 1. Investment Analysis and Portfolio Management 2. Public Financial management 3. Government Not-for-Profit Accounting 4. Macro-economic Management 	<ol style="list-style-type: none"> 1. Managing Risk in Procurement and Supply 2. Leadership in Procurement and Supply 3. Program and Project Management 4. Strategic Supply Chain Management
Fourth Semester	<ol style="list-style-type: none"> 1. Strategic Management and Leadership Development 2. Environmental Management and Sustainable Development 3. Development 4. Term Paper; or Thesis 	<ol style="list-style-type: none"> 1. Venture Capital and Private Equity 2. Wealth Management 3. Term Paper; or Thesis 	<ol style="list-style-type: none"> 1. Competitiveness in Supply Chains (PSM E504) 2. Sustainability in Supply Chains 3. Term Paper; or Thesis

12.

COURSE DESCRIPTION (CD)

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CD Number	Course Name	Page
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50.	Government and Not-for-Profit Accounting	71
51.	International Financial Management	72
52.	Venture Capital and Private Equity	73
53.	Wealth Management	74
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CD 1 Course Title Fundamentals of Economics

Course Number GPP-PC-402/ IER-PC-402

Offered for *Governance and Public Policy; International Economic Relations; Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course introduces basic economic concepts, theories and, practices to prepare the students for later courses. The course is organized around two broad classifications of economics: microeconomics and macroeconomics. It would focus on the economy as a system and its component parts.

Major Course Contents

- Basic economic concepts: markets and government in a mixed economy; basic elements of supply and demand
- Microeconomics (supply, demand, and product markets): Price elasticity of supply and demand; demand and consumer behavior; production and business organization; economic analysis of production costs; perfectly competitive markets; imperfect competition; monopoly; oligopoly; monopolistic competition
- Microeconomics (factor markets): Market determination of income, the labor market; the land market; the capital market
- Macroeconomics: Measuring economic activity; consumption, savings and investment; business fluctuations and aggregate demand; multiplier model; financial system and money markets; central banking and monetary policy

Reading Materials

Samuelson, P., & Nordhaus, W. (2010). *Economics* (19th ed.). New York, NY: McGraw-Hill.

Lipsey, R., & Chrystal, A. (2020). *Economics* (14th ed.). Oxford, UK: Oxford University Press.

Begg, D. K. H., Dornbusch, R., & Fischer, S. (2008). *Economics* (9th ed.). London, UK: McGraw-Hill.

CD 2 Course Title **Fundamentals of Political Science and Public Administration**

Course Number GPP-PC-403/ IER-PC-403

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course will explore the theoretical underpinnings that have shaped public administration and political science and will examine the changing environment and emerging challenges of the 21st century.

Major Course Contents

- Major school of thoughts in political science
- Comparative politics
- Constitutional developments
- Paradigms of public administration
- Public administration in the developing countries
- Perspectives on bureaucracy
- Public organizations in a state of flux
- Core issues in public administration
- Administrative reforms
- Ethics in administration

Reading Materials

The Constitution of the People's Republic of Bangladesh (1972).

Henry, N. (2018). (13th ed.). Oxfordshire, UK: Routledge.

Riggs, F. W. (1964). Administration in developing countries: The theory of prismatic society. Boston: Houghton Mifflin Company.

Kettl, D. F. (2002). The transformation of governance: Public administration for twenty-first century America. Baltimore, MD: Johns Hopkins University Press.

CD 3 Course Title Research Methodology

Course Number GPP-PC-404/ IER-PC-404

Offered for *Governance and Public Policy; International Economic Relations; Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The objective of the course is to familiarize the students with the standard research methodology. The course will enable students to formulate and conduct research in diverse fields of work. Both manual and computer-based techniques are taught.

Major Course Contents

- Introduction to research methodology: defining the research problem
- Research design: Sampling design; criteria of selecting a sampling procedure; characteristics of a good sampling design
- Methods of data collection: collection of primary data; interview method; observation method; development of questionnaire and pre-testing; collection of secondary data
- Processing and analysis of data
- Report writing: Prefacing, abstract writing, report structuring, referencing, bibliography, footnote, etc.

Reading Materials

Cooper, D. R., & Schindler, P.S. (2003). *Business Research Methods* (8th ed.). Boston, MA: McGraw-Hill.
Dooley, D. (2001). *Social research methods* (4th ed.). Upper Saddle River, NJ: Prentice Hall.
Kothari, C. R. (2004). *Research methodology: Methods & techniques* (2nd ed.). New Delhi, India: New Age International Ltd.
Kerlinger, F. N., & Lee, H. B. (2000). *Foundations of behavioral research* (4th ed.). Fort Worth, TX: Harcourt College Publishers.

CD 4 Course Title English for Professional

Course Number GPP-PC-401/ IER-PC-401

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course is designed to master the techniques for communicating effectively in management. The course focuses on basic communication approaches, application of functional English in speaking and writing and techniques of effective communication through business letters, reports and so forth. The course also prepares students with technology-enabled communication in business environment.

Major Course Contents

- Communication: Understanding business communication in today's workplace; understanding intrapersonal and interpersonal communication; communication process/non-verbal communication; perception (the process of understanding); persuasion approaches in communication; organizational communication; communication apprehension; adaptation and selection of words
- Writing process: Construction of clear sentences/ paragraphs; techniques of writing memos, notices, minutes, email messages and web notes; basics of report writing
- Public speaking: Cross-cultural communication; technology-enabled communication
- Business research methods

Reading Materials

Locker, K., Mackiewicz, J., Aune, J., & Kienzler, D. (2019). Business and administrative communication (4th ed.). New York, NY: McGraw Hill.

Lesikar, R. V., & Pettit, J. D. (1994). Business communication: Theory and application (7th ed.). Notre Dame, IN: University of Notre Dame Press.

Taylor, S. (2012). Model business letters, emails and other business documents. New York, NY: Pearson.

Boone, L. E., Kurtz, D. L., & Block, J. R. (1996). Contemporary business communication (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

CD 5 Course Title Governance and Public Policy

Course Number GPP-CC-401

Offered for *Governance and Public Policy*

Prerequisite(s) Fundamentals of Public Administration and Political Science (GPP-CC-521/ IER-CC-521)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The objective of the course is to familiarize the students with the concepts of governance and public policy to in order to understand governance issues, as well as economic, political and social factors which shape the policy process and its outcomes.

Major Course Contents

- Introduction: Defining governance and public policy
- Institutional quality needed for public policy-making and ensuring good governance
- Governance and Public Sector Reforms
- Corporate governance, financial accountability and management of NGOs
- Media and governance
- Governance and the Sustainable Development Goals (SDGs)
- Emerging challenges in governance
- Analytical framework for researching governance
- Research instruments to be developed for benchmarking state of governance

Reading Materials

Kjaer, A. M. (2004). (Cambridge: Polity Press, 2004). Cambridge, UK: Polity Press.

Peters, B. G., & Pierre, J. (1998). Governance without government?: Rethinking public administration. *Journal of Public Administration*, 8(2), 223-243.

Stone, D. (2011). *Policy paradox: The art of political decision making* (3rd ed.). Hoboken, NJ: Wiley.

United Nations Department of Economic and Social Affairs. (2007). *Governance for the Millennium Development Goals: Core issues and good practices*. New York, NY: United Nations.

CD 6 Course Title Poverty Alleviation

Course Number GPP-CC-402

Offered for *Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The national, regional as well as international perspectives of poverty and inequality will be discussed. Various issues and debates relating to poverty and inequality reduction programs will be discussed. The policies and strategies prescribed by development experts and followed by national and international organizations and governments will be reviewed highlighting their merits and demerits.

Major Course Contents

- Poverty and inequality: Definitions and dimensions; determinants and causes; measurements of poverty and inequality; economics of poverty and inequality
- Framework for poverty reduction
- Poverty, inequality, and human rights
- International factors in reducing poverty and inequality
- Global initiatives for poverty reduction through MDGs; transition to SDGs
- Historical perspectives of poverty and inequality in Bangladesh
- Policies, strategies, and programs of social protection in Bangladesh

Reading Materials

Haughton, J., & Shahidur R. Khandker. (2009). Handbook on poverty and inequality. Washington, DC: World Bank.

Piketty, T. (2017). Capital in the twenty-first century Cambridge, MA: Harvard University Press.

Bangladesh Planning Commission. (2015). BIGM, Academic, Poverty Alleviation. Dhaka, Bangladesh: Bangladesh Planning Commission.

Bangladesh Planning Commission. (2015). National Social Security Strategy (NSSS) of Bangladesh. Dhaka, Bangladesh: Bangladesh Planning Commission.

Sachs, J. D. (2005). The end of poverty: Economic possibilities for our time New York, NY: The Penguin Press.

CD 7 Course Title Ethics and Anti-corruption

Course Number GPP-CC-405

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

In this course, the ethics component is intended to provide an overview of the nature and different forms of ethics, its dimensions, the relationship between ethics and morality and issues involved in maintaining ethical standards in human life. The anti-corruption component is intended to make the students familiar with the nature and extent of corruption and its adverse impact on the economy and the people.

Major Course Contents

Ethics Component	Anti-corruption Component
● Why should we be moral/ ethical?	● Definition and nature of corruption
● Sources and criterion of morality	● Typology and causes of corruption
● Utilitarianism as a moral standard	● Corruption and its effects
● Justice as a moral standard	● Strategies for combating corruption
● Perfectionisms as a moral standard	● Corruption scenario in Bangladesh
● Ethics: Core and virtue ethics; Environmental ethics; administrative ethics; gender ethics	● Legal framework of anti-corruption in Bangladesh
	● Anti-corruption initiatives: Bangladesh; Asian experiences

Reading Materials

Hough, D. (2013). *Corruption, anti-corruption and governance*. New York, NY: Macmillan.

Miller, S. (2016). *Corruption and anti-corruption in policing: Philosophical and ethical issues*. New York, NY: Springer.

CD 8 Course Title Microeconomics

Course Number IER-CC-401

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics (IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course aims to help the students to build a solid understanding on the basic principles and the methodology of how economists analyze problems. The course sets out to explain how a modern economy functions including major economic problems.

Major Course Contents

- Major issues of microeconomics
- Applied topics of demand and supply, linear and non-linear estimation
- Theory of firm and expansion path scenarios
- Production, cost and revenue functions, linear and non-linear functions
- Monopolistic competition and its control mechanism
- Economics of inventory
- Introduction to input-output analysis
- Applied topics in input-output analysis as used in Bangladesh
- Constrained linear programming
- Game theory and its applications to situations in Bangladesh

Reading Materials

Koutsoyiannis, A. (1979). *Modern microeconomics* (2nd Ed.). New York, NY: Macmillan Education.

Chiang, A. C., & Wainwright, K. (2005). *Fundamental methods of mathematical economics*. Boston, MA: McGraw-Hill/Irwin.

Mankiw, N. G. (2012). *Principles of economics* (7th ed.). Stamford, CT: Cengage Learning.

Lipsey, R. G., Forrest, D., & Olsen, W. (2003). *An introduction to positive economics* (10th ed.). Oxford, UK: Oxford University Press.

Begg, D., Fischer, S., & Dornbusch, R. (2003). *Foundations of economics*. London, UK: McGraw-Hill Education.

CD 9 Course Title **Macroeconomics**

Course Number IER-CC-402

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics (IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course covers the current issues of utmost concern to the policymakers. The focus will be placed on understanding the two real sector markets, e.g. the commodity market and labor market, as well as the three financial sector markets, money market, bond market, and the foreign exchange market.

Major Course Contents

- Major macroeconomic issues and policies
- Consumption function, multiplier, and its truncation
- Contemporary theories of consumption function - Irving Fisher's inter-temporal, permanent income, life cycle, random walk, instant gratification etc.
- Commodity and money market interactions with macroeconomic policy implications
- Capital budgeting techniques
- Analysis of risks and returns in investment
- Capital asset pricing model and its economic implications
- Sustainable growth model and macroeconomic growth rates
- Business cycle and policy implications
- Role of government in market economy

Reading Materials

Mankiw, N. G. (2009). Principles of macroeconomics. Mason, OH: South-Western Cengage Learning.

Carlin, W., & Soskice, D. (2005). Macroeconomics: Imperfections, institutions, and policies. Oxford, UK: Oxford University Press.

Stiglitz, J. E., & Rosengard, J. K. (2015). Economics of the public sector. New York, NY: W.W Norton.

Ahmed, S. (Ed.). (2005). Transforming Bangladesh into a middle income economy. Delhi, India: Macmillan India Ltd.

CD 10 Course Title International Economics

Course Number IER-CC-408

Offered for *International Economic Relations*

Prerequisite(s) Microeconomics and Macroeconomics

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The objective of the course is to introduce students to both classical and modern theories of international trade in goods and services, as well as empirical research on trade. A substantial fraction of the course is dedicated to examination of efficient trade policies.

Major Course Contents

- International trade theory: An overview of world trade; labor productivity and comparative advantage; specific factors and income distribution; resources and trade (the Heckscher-Ohlin Model, the standard trade model); external economies of scale and the international location of production; firms in the global economy (export decisions, outsourcing)
- International trade policy: the instrument of trade policy; the political economy of trade policy; trade policy in developing countries; controversies in trade policy
- Exchange rates and open-economy macroeconomics: National income accounting and the balance of payments; exchange rates and the foreign exchange market (an asset approach); money, interest, and exchange rates; price levels and the exchange rate in the long run; output and exchange rate in the short run; fixed exchange rates and foreign exchange intervention
- International macroeconomic policy: Optimum currency areas and the European experience; Financial globalization (opportunity and crisis); developing countries (growth, crises, and reform)

Reading Materials

Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). *International economics: Theory and policy* (11th ed.). New York, NY: Pearson.

CD 11 Course Title Current Issues in Globalization

Course Number IER-EC-404

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics, Fundamentals of Political Science and Public Administration

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The objective of the course is to provide an in-depth analysis of the different dimensions of globalization. The impact of globalization will be discussed in the national, regional, and international contexts.

Major Course Contents

- Introduction: Globalization; economic globalization; debate around the pros and cons of globalization
- Globalization – Positive dimensions of trade: Determinants; exports; imports
- Capital flows: Determinants of capital flows; FDI flows; non-FDI flows
- Labor flows: Labor movement; remittances; employment; brain drain
- Globalization – risks: Industrial restructuring and transition costs; vulnerabilities to shifts in external demand; reversal of FDI flow and other fund flows; contagion effect and the recent global crisis
- Bangladesh experience
- Successful integration requirements

Reading Materials

Kirkbride, P., & Ward, K. (Eds.). (2001). *Globalization: The internal dynamic*. New York, NY: Wiley.

Stiglitz, J. E. (2002). *Globalization and its discontents*. New York, NY: W.W. Norton.

Mittelman, J. H. (2000). *The Globalization syndrome: Transformation and resistance*. Princeton, NJ: Princeton University Press.

Hossain, M. D. (n.d.). *Globalization and new regionalism in South Asia: Issues and dynamics*. Dhaka, Bangladesh: AM Development Publishing House.

CD 12 Course Title Project Development and Management

Course Number IER-EC-408/GPP-EC-408

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course aims to describe roles and responsibilities of project managers across the project life cycle; define and develop the foundations of a project plan, including the project requirements, document, work breakdown, structure, cost, schedule, and resources; manage and control the project against the baseline, close out a project effectively.

Major Course Contents

- Development planning in the GOB system
- Fundamentals of project, development project and project management
- Problem identification
- Risk analysis including risk management plan and SWOT; domain analysis
- Feasibility study and project selection
- Project planning, proposal preparation and approval process
- Project implementation
- Project liquidation/closeout: Administrative and financial
- Major issues of project management
- Critical success factors for project management

Reading Materials

Project Management Institute. (2017). A guide to the project management body of knowledge (6th ed.). Newtown Square, PA: Project Management Institute.

Lewis, J. P. (2007). Fundamentals of project management (3rd ed.). New York, NY: American Management Association.

CD 13 Course Title Strategic Management and Leadership

Course Number	GPP-CC-404
Offered for	Governance and Public Policy; and Human Resource Management
Prerequisite(s)	None
Number of Sessions	1.5 hours/session x 25 sessions
Number of Presentation(s)	Equivalent to 2 classes

Course Description

The core objective of this course is to help students to develop strategic management competency and corporate leadership aimed at enhancing cumulative corporate efficacy. The course is divided into two components: Strategic management and leadership.

Component 1: Strategic management

The purpose of this module is to enhance ability of the students to do the job of a general manager responsible for strategic performance, specifically, to integrate the different functional areas of business (e.g., finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole. The challenge is not only in identifying weaknesses and threats that firms face, but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

Component2: Leadership

The module is about leadership in organization. The primary focus is on managerial leadership as opposed to political or social leadership. The module would survey the major theories and research findings on leadership and managerial effectiveness in formal organizations.

Major Course Contents

1. Strategic management	2. Leadership
● Overview of strategic management	● Nature of managerial leadership
● Nature of strategic management	● Managerial traits and skills
● Strategy formulation	● Nature of managerial work
● Business vision and mission	● Effective leadership behavior
● External assessment	● Charismatic and transformational leadership
● Internal assessment	● Leading change in organizations
● Setting objectives and alternative strategies	● Leadership in teams and decision groups
● Strategy analysis and choice	● Strategic leadership by executives
● Strategy implementation	● Developing leadership skills
● Strategy review, evaluation and control	● Gender, diversity, and ethical leadership

Reading Materials

David, F. R. (2007). Strategic management: Concepts and cases (13th Ed.). Pearson Education, Inc.
 Thompson, A., Peteraf, M., Gamble, J., & Strickland, A. (2020). Crafting & executing strategy: Concepts and cases (22nd ed.). New York, NY: McGraw-Hill.
 Northouse, P. G. (2010). Leadership: Theory and practice. Thousand Oaks, CA: Sage.

CD 14 Course Title Public Private Partnership

Course Number GPP-EC-405/ IER-EC-405

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) Fundamentals of Economics (GPP-CC-520/ IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course would prepare the students to carry forward the PPP tasks ensuring efficiency, efficacy, transparency, and accountability. The course will steer students through PPP areas such as rationale and contractual options, PPP types and models, project feasibility study, financial modeling and sourcing of PPP projects, procurement process, risk analysis, contract management, and monitoring and evaluation.

Major Course Contents

- PPP concepts as well as developing, structuring, and procuring PPP projects
- Feasibility study of PPP projects
- Financial modeling of PPPs
- Risk identification, allocation, and mitigation
- Institutional and legal frameworks for PPP in Bangladesh
- PPP management
- Environmental and social impacts of PPP projects
- Present status of PPP in Bangladesh

Reading Materials

Akintoye, A., & Beck, M. (Eds.). (2009). *Policy, management and finance of public-private partnerships*. Hoboken, NJ: Wiley-Blackwell.

Bangladesh Public-Private Partnership Act, 2015 (2015).

Yescombe, E. R. (2007). *Public-private partnerships: Principles of policy and finance*. Amsterdam, Netherlands: Elsevier Ltd.

Akintoye, A., Beck, M., & Hardcastle, C. (Eds.). (2003). *Public-private partnerships: Managing risks and opportunities*. Hoboken, NJ: Wiley-Blackwell.

CD 15 Course Title **Environmental Management and Sustainable Development**

Course Number	GPP-EC-401/IER-EC-402
Offered for	<i>Governance and Public Policy; International Economic Relations</i>
Prerequisite(s)	None
Number of Sessions	1.5 hours/session x 25 sessions
Number of Presentation(s)	Equivalent to 2 classes

Course Description

The course aims at acquainting students with the multiple channels through which environmental instruments are being used to reconcile potentially conflicting concerns for environmental protection and economic development.

Major Course Contents

- Conceptual framework of environment, development, and sustainable development
- Environmental issues and concerns, eco-profile of Bangladesh
- Planning process in Bangladesh, top-down and bottom-up approaches, NEMAP, SEMP, NEMAP-CHT
- Environmental plans and policies, National Environment Policy (1992) 2018
- Pitfalls of development, concept of “development disaster” with some examples
- Environmental legislation in Bangladesh, Bangladesh Environment Conservation Act 1995, Environment Conservation Rules 1997
- Environmental impact assessment (EIA) and related issues
- International environmental perspective: UNCED, Agenda 21, MDGs, WSSD
- Bangladesh Climate Change Strategy and Action Plan
- National plan of action (NAPA)/National Adaptation Plan (NAP)
- UNFCCC 1992 and Kyoto Protocol 1997 and their relevance for Bangladesh
- International scenario to climate change
- Conservation of Biodiversity and Bangladesh perspectives
- Conservation of Biological Diversity 1992, Cartagena Protocol on Biosafety 2000 and Bangladesh perspective
- Forest conservation, ecologically critical areas (ECAs), sanctuaries, national parks and game reserves, forest laws
- Management of Haors and Baors of Bangladesh: TanguaHaor

Reading Materials

Adams, B. (2019). Green development: Environment and sustainability in a developing world (4th ed.). Oxfordshire, UK: Routledge.

Baland, J.-M., &Platteau, J.-P. (2000). Halting degradation of natural resources: Is there a role for rural communities? Oxford, UK: Oxford University Press.

Barrow, C. (2004). Environmental management and development. Oxfordshire, UK: Routledge.

Ostrom, E., Schroeder, L., & Wynne, S. (1993). Institutional Incentives and Sustainable Development: Infrastructure Policies in Perspective. Boulder, CO: Westview Press.

Pearce, D. W., & Turner, R. K. (1990). Economics of natural resources and the environment. Baltimore, MD: John Hopkins University Press.

CD 16 Course Title Economic Diplomacy

Course Number IER-CC-402

Offered for *International Economic Relations*

Prerequisite(s) Microeconomics and Macroeconomics

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The aim of the course is to expose students to the concepts, actors, and practices associated with economic diplomacy. The course addresses these matters from both theoretical dimension and real-world examples. On successful completion of the course, the students should be able to demonstrate a critical understanding of economic diplomacy, its concepts, and dynamics.

Major Course Contents

- Theoretical analysis of economic diplomacy; economic diplomacy in practice
- Economic diplomacy actors: State actors; non-state actors; international institutions
- Making government policy: A case study of the G-8, G-20
- Business in economic diplomacy
- Multi-level economic diplomacy: The case of investment
- Bilateral economic diplomacy: The United States
- Economic diplomacy in action: China's 'One Belt, One Road'; European Union; the experience of developing countries; EU international environment policy
- Governments, international financial institutions, and international cooperation
- The future of economic diplomacy and the the case for Bangladesh

Reading Materials

Bayne, N., & Woolcock, S. (Eds.). (2016). *The new economic diplomacy: Decision-making and negotiation in international economic relations*.

Bull, H. (2012). *The anarchical society: A study of order in world politics* (3rd ed.). New York, NY: Columbia University Press.

Hajnal, P. I. (2007). *The G8 system and the G20: Evolution, role and documentation*. Oxfordshire, UK: Routledge.

Stiglitz, J. E. (2002). *Globalization and its discontents*. New York, NY: W.W. Norton.

CD 17 Course Title Negotiation and Conflict Management

Course Number HRM-CC-406

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management (HRM-CC-401)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course deals with theoretical and practical aspects of leadership and conflict management. It examines the complementary qualities of leadership and management factors, and their impact on organizational effectiveness and corporate success. This course presents a variety of frameworks for analyzing conflicts and techniques for resolving them. The dimensions of conflict and management of conflict, including techniques of effective negotiation are discussed.

Major Course Contents

- Introduction: the nature of leadership
- Participative leadership, delegation and empowerment
- Power and influence
- Managerial traits and skills
- Charismatic and transformational leadership
- Leadership in teams and decision groups
- Strategic leadership by executives
- Nature of conflict and conflict management styles
- Nature of negotiation: Types of negotiation, Important concepts in negotiation and Preparation for negotiation
- Negotiation in conflict management: Barriers to negotiation; negotiation skills; etc.

Reading Materials Bar-Siman-Tov, Y. (Ed.). (2004). *From conflict resolution to reconciliation*. Oxford, UK: Oxford University Press.

Bercovitch, J., & Jackson, R. (2009). *Conflict Resolution in the Twenty-First Century: Principles, Methods, and Approaches*. Ann Arbor, MI: University of Michigan Press.

Borisoff, D., & Victor, D. (1997). *Conflict management: A communication skills approach* (2nd ed.). New York, NY: Pearson.

Harvard Business School Publishing Corporation. (2003). *Negotiation: Your mentor and guide to doing business effectively*. Cambridge, MA: Harvard Business School Press.

Hughes, R., Ginnett, R., & Curphy, G. (2022). *Leadership: Enhancing the Lessons of Experience* (10th ed.). New York, NY: McGraw Hill

CD 18 Course Title WTO and International Trade

Course Number IER-CC-409

Offered for *International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course is intended to expose the students to the theory and practice of world trade. Given the varied background of the students, the coverage of each topic will be broad yet at the graduate level. The students will be required to be up to speed on the readings.

Major Course Contents

- Historic evolution of trade and the development of trade theories
- Impact of trade – welfare, and trade policy instruments
- Regionalism in trade, and free trade among SAARC countries: SAPTA; SAFTA
- Multilateral trade rules and WTO
- Multilateral trade negotiations: Trade rounds; Uruguay round
- Doha round of trade negotiations
- New issues: Environment; competition policy; intellectual property, etc.
- Other trade relevant multilateral institutions
- Bangladesh specific issues: Composition of exports & imports; ready-made garments; leather; jute; agriculture; fish; pharmaceutical products
- Trade diplomacy: Neo mercantilism

Reading Materials

Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). *International economics: Theory and policy* (11th ed.). New York, NY: Pearson.

Reinert, E. S. (2005). *How rich countries got rich and why poor countries stay poor*. New York, NY: Public Affairs.

Caves, R. E., Frankel, J. A., & Jones, R. W. (2007). *World trade and payments* (10th ed.). New York, NY: Pearson.

World Trade Organization. (2021). *The results of the Uruguay Round of multilateral trade negotiations: The legal texts*. https://www.wto.org/english/res_e/publications_e/legal_texts_e.htm

CD 19 Course Title Human Rights and Social Justice

Course Number	GPP-EC-403/IER-EC-403
Offered for	<i>Governance and Public Policy; International Economic Relations</i>
Prerequisite(s)	None
Number of Sessions	1.5 hours/session x 25 sessions
Number of Presentation(s)	Equivalent to 2 classes

Course Description

The objective of this course is to help students know the historical, political and philosophical components of human rights. The successful completion of the course will assist students to be aware of symbiotic connection between human rights and social justice in economic and social development and to lead the community as successful leaders, administrators and managers within the country.

Major Course Contents

- Introduction & philosophical foundation: Why human rights & social justice in CSC?; historical and philosophical foundation of human rights; theories of human rights; natural law & natural rights; distinctiveness of human rights
- A brief history of evolution of human rights: Domestic origin of human rights; English experience; French experience; American experience; injustice and the new rights; access to justice
- Human rights instruments and institutions I: Human rights instruments & institutions; UN Charter & Declaration of Human Rights; decolonization & human rights; International Covenants 1966; third generation of human rights
- Human rights instruments and institutions II: European system, inter-American system; African system; role of NGO
- Right to development and human rights: Right to development-history and concept; human rights and human development; human rights and empowerment; human rights & women: CEDAW; women & development; rights of children
- Environment of human rights: State & non-state actors; environment of human rights; political & economic factors
- Legal framework – national & international
- Human rights – developed & developing countries: Human rights: Views of developed & developing countries; humanitarian intervention/ right to protect; International Criminal Court; role & jurisdiction

Reading Materials

- Henkin, L. (1979). *The rights of man today*. London: Stevens.
- Waldron, J. (Ed.). (1984). *Theories of rights*. Oxford, UK: Oxford University Press.
- Daniel, Y. (Ed.). (1998). *The Universal Declaration of Human Rights*.
- Eide, A., Krause, C., & Rosas, A. (Eds.). (1995). *Economic, social, and cultural rights: A textbook*. Boston, MA: Harvard University Press.
- Henkin, L. (Ed.). (1981). *The International Bill of Rights: The covenant on civil and political rights*. New York, NY: Columbia University Press.
- Sen, A. (2009). *The Idea of Justice*. Cambridge, MA: Harvard University Press.
- Ahmed, A. (1993). *Ombudsman for Bangladesh*. Dhaka, Bangladesh: Academic Publishers.

CD 20 Course Title e-Governance and IT

Course Number GPP-EC-405/IER-EC-405

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

E-governance is a rapidly growing phenomenon. It has increasing impacts on the work of public sector. This course defines e-governance in broad sense, i.e., use of information technology in the public sector. At the end of the course, the student should be able to prepare a prototype of a simple e-governance system and propose its implementation plan in the context of Bangladesh.

Major Course Contents

- E-government initiatives in Bangladesh: Challenges and way forward
- Understanding e-government, e-Government concepts, critical success factors/building blocks
- E-government readiness: Global & Bangladesh perspectives
- Managing public data, open data & big data
- Innovation for government transformation
- Engaging citizens, service delivery multi channels & e-participation
- Financial inclusion
- E-service delivery and business process re-engineering
- ICT for Development (ICT4D) and SDGs
- E-government project management: Introduction to Excel VBA; designing forms and buttons; database/sheet design; report design

Reading Materials

Bhatnagar, S. (2008). E-Government: From vision to implementation - a practical guide with case studies. Thousand Oaks, CA: Sage.

Hammer, M., & Champy, J. (1993). Reengineering the Corporation: A Manifesto for Business Revolution. New York, NY: Harper Business.

Heeks, R. (2005). Implementing and managing eGovernment: An international text. London, UK: Sage.

Manyika, J., Chui, M., Brown, B., Bughin, J., Richard Dobbs, Roxburgh, C., & Byers, A. H. (2011). Big data: The next frontier for innovation, competition, and productivity.
<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/big-data-the-next-frontier-for-innovation>

Open Knowledge Foundation. (n.d.). The open data handbook. from <http://opendatahandbook.org/guide/en/>

CD 21 Course Title Local Government: Decentralization, Devolution

Course Number GPP-CC-406

Offered for *Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course will guide the students to become able to understand the basic concepts, evolution and dynamics of local government as a set of institutions.

Major Course Contents

- Theories and concepts about local government
- Evolution of local government
- Urban and rural local governments
- Local governments in Bangladesh: its various phases of development
- Local government versus national government
- Role of local government in governance

Reading Materials

- Rondinelli, D. A., Nellis, J. R., & Cheema, G. S. (1983). Decentralization in developing countries: A review of recent experience. Washington, DC: World Bank.
- Siddiqui, K. (2008). Local Government in Bangladesh (3rd ed.). Dhaka, Bangladesh: The University Press Limited (UPL).
- Siddiqui, K. (2004). Megacity governance in South Asia: A comparative study Dhaka, Bangladesh: The University Press Limited (UPL).
- Khan, A. A. (1989). Decentralization of rural development in Bangladesh. Bangladesh Journal of Public Administration, 3(1).

CD 22 Course Title Budgeting and Management of Public Resources

Course Number GPP-CC-409/IER-CC-409

Offered for *Governance and Public Policy, International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The objective of the course is to broaden the understanding of the students on issues associated with the public resource management; to enable them to appreciate the fiscal decisions at the highest policy level; and to provide tools for analyzing the impact of fiscal policy choices. The topics will be covered both for theoretical underpinning and for Bangladesh specific contexts and practices.

Major Course Contents

- Fiscal policy in overall economic management
- Government budgeting and mobilization of internal resources
- Fiscal deficit, its implications, and public debt management
- Public procurement
- Mobilization of external resources
- Reforms in revenue administration and public expenditure management (PEM)
- Parliamentary oversight and the role of Supreme Audit Institution (SAI)

Reading Materials

Musgrave, R. A., & Musgrave, P. B. (1989). *Public finance in theory and practice* (5th ed.). New York, NY: McGRAW-Hill.

Premchand, A. (1993). *Public expenditure management*. Washington, DC: IMF.

World Bank. (2003). *Bangladesh public expenditure review*. Washington, DC: World Bank.

Government of Bangladesh (2003). *Report of the public expenditure review*.

Government of Bangladesh (2003). *Budget documents*. Dhaka, Bangladesh: Ministry of Finance

CD 23 Course Title Financial Management

Course Number	GPP-CC-406/IER-CC-406
Offered for	<i>Governance and Public Policy; International Economic Relations</i>
Prerequisite(s)	Fundamentals of Economics
Number of Sessions	1.5 hours/session x 25 sessions
Number of Presentation(s)	Equivalent to 2 classes

Course Description

The course aims to introduce major elements of financial management to the students so as to allow them to specialize in the area of financial decision-making, both in public and private sectors. The focus of the course will be upon understanding the investment decisions, financing decisions and asset management decision under varying degrees of operating responsibilities.

Major Course Contents

- Importance and scope of financial management and public financial management
- Organization of the financial management function
- The time value of money
- Present and future values
- Simple and compound interest rates
- Present and future value interest factors/ curves
- Valuation of public/ private financial instruments
- Types of public and private loans and advances
- Annuities and perpetuities
- Amortizing a public /private loan
- Risk and uncertainty in public and private sectors
- Measuring risks of public and private sector financial activities
- Concept of probability distribution
- Portfolio risk
- Tools of financial analysis and planning
- Risk premium calculations
- Principles of public and private sector “working capital” management
- Working capital issues and risk
- Financing current assets and liabilities

Reading Materials

Van Horne, J. C., & Wachowicz, J. M. (2009). *Fundamentals of financial management* (13th ed.). Hoboken, NJ: Prentice Hall.

Frank, H. A. (2006). *Public financial management*. New York, NY: Routledge.

Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. (2022). *Corporate finance* (13th ed.). New York, NY: McGraw Hill.

CD 24 Course Title Fundamentals of Management

Course Number HRM-PC-402

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

Managerial career demands new kind of managers from graduates of tomorrow who will be effective decision makers, skilled planners, organizers, motivators, and leaders. Keeping these in mind, selection of the topics, examples, cases, group work and other features of this course is prepared in such a way that these will help YOU to develop for tomorrow.

Major Course Contents

- Introduction to organization & management
- Management: Yesterday, today & tomorrow
- Organization environment: Factors & forces
- Management social responsibility
- Managerial decision making
- Fundamentals of planning
- Organization design and structure
- Employee motivation process
- Leading organization and its people
- Organizational control

Reading Materials

Griffin, R. W. (2012). *Management principles and applications*. Boston, MA: Cengage Learning.
Robbins, S. P., & Coulter, M. (2012). *Management* (11th ed.). Boston, MA: Prentice Hall.
Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2003). *Management* (6th ed.). New York, NY: Pearson.
Wehrich, H., & Koontz, H. (2005). *Management: A global perspective*. New York, NY: McGraw-Hill.

CD 25 Course Title English for Business Communication

Course Number HRM-PC-401

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course is designed to master the techniques for communicating effectively in management. The course focuses on basic communication approaches, application of functional English in speaking and writing and techniques of effective communication through business letters, reports and so forth. The course also prepares students with technology-enabled communication in business environment.

Major Course Contents

- Communication: Understanding business communication in today's workplace; understanding intrapersonal and interpersonal communication; communication process/non-verbal communication; perception (the process of understanding); persuasion approaches in communication; organizational communication; communication apprehension; adaptation and selection of words
- Writing process: Construction of clear sentences/ paragraphs; techniques of writing memos, notices, minutes, email messages and web notes; basics of report writing
- Public speaking: Cross-cultural communication; technology-enabled communication
- Business research methods

Reading Materials

Locker, K., Mackiewicz, J., Aune, J., & Kienzler, D. (2019). Business and administrative communication (4th ed.). New York, NY: McGraw Hill.

Lesikar, R. V., & Pettit, J. D. (1994). Business communication: Theory and application (7th ed.). Notre Dame, IN: University of Notre Dame Press.

Taylor, S. (2012). Model business letters, emails and other business documents. New York, NY: Pearson.

Boone, L. E., Kurtz, D. L., & Block, J. R. (1996). Contemporary business communication (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

CD 26 Course Title Human Resource Management

Course Number HRM-CC-401

Offered for *Human Resource Management*

Prerequisite(s) Fundamental of Management (HRM-PC-402)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course aims to cover contemporary theories and practices pertaining to the human resources management in organizations. Students would be provided a complete, comprehensive review of essential personnel management concepts and techniques to develop strong foundation on human resource management.

Major Course Contents

- Human resource management: An introduction
- Strategic role of human resource management
- Employee recruitment and placement: Job analysis; human resource planning and recruiting; employee testing and selection; interviewing candidates
- Training and development: Training and developing employees; performance management and appraisal; coaching, careers, and talent management
- Employee compensation: Establishing strategic pay plan; pay for performance and financial incentives; employee benefits and services
- Employee relations: Ethics, justice and fair treatment in HR management; labor relations and collective bargaining; employee safety and health
- Managing HR in SMEs
- Managing global HR

Reading Materials

Dessler, G. (2020). Human resource management (16th ed.). New York, NY: Pearson.

Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). London, UK: Palgrave Macmillan.

Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Cambridge, MA: Harvard Business School Press.

Conaty, B., & Charan, R. (2010). The talent masters: Why smart leaders put people before numbers. New York, NY: Crown Business.

CD 27 Course Title Organizational Behavior and Development

Course Number HRM-CC-402

Offered for *Human Resource Management*

Prerequisite(s) Fundamental of Management (HRM-PC-402)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The purpose of this course is to provide students with the knowledge on how people – as individual and as groups – act within an organization. After the completion of this course, it is expected that students will be able to see different types of human traits, human psychology in an organization, organizational culture, leadership styles, and how to act effectively in an organization.

Major Course Contents

- Introduction to organizational behavior
- Traits of individuals: Abilities; attitude; perception; personality; emotion; motivation
- Differences between groups and teams, and types of teams
- Leadership and power
- Conflict and negotiation
- Traits of organizations: Organizational design and organizational culture
- Organizational change

Reading Materials

Kreitner, R., & Kinicki, A. (2012). *Organizational behavior* (10th ed.). New York, NY: McGraw-Hill Education.

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). New York, NY: Pearson.

Dwivedi, R. S. (2011). *Human relations & organisational behaviour: A global perspective*. New Delhi, India: Laxmi Publications (P) Ltd.

Smither, R., Houston, J., & McIntire, S. (2016). *Organization development: Strategies for changing environments*. Oxfordshire, UK: Routledge.

French, W. L., & Bell, C. H. (1999). *Organization development: Behavioral science interventions for organization improvement* (6th ed.). New York, NY: Pearson.

CD 28 Course Title Strategic Human Resource Management

Course Number HRM-CC-404

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course is designed to address the issues related to strategic decisions in human resource management. The course explores links between strategic human resource management and business performance. Specifically, it examines how the HR practices or clusters of HR practices influence organizational effectiveness, that is, desired outcomes or goals (business performance).

Major Course Contents

- Human resource management and business performance
- Strategy and the process of strategic management
- Strategic HRM: 'best fit' / 'best practice'
- Strategic HRM and the resource-based view of the firm
- Work systems and the changing priorities of production
- Linking work systems and models of employment
- Managing individual performance and development
- Managing employee voice in unionized and non-unionized firms
- Human resource strategy and the dynamics of industry-based competition
- Corporate human resource strategy in the global economy
- Conclusions: Implications for the strategic management process; etc.

Reading Materials

Purcell, J., & Boxall, P. (2015). *Strategy and human resource management* (4th ed.). London, UK: Bloomsbury Publishing.

Greer, C. R. (2000). *Strategic human resource management: A general managerial approach* (2nd ed.). Hoboken, NJ: Prentice Hall.

Mello, J. A. (2018). *Strategic human resource management* (5th ed.). Boston, MA: Cengage Learning.

CD 29 Course Title Employee Training and Development

Course Number HRM-CC-405

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

This course covers human resource management issues related to training and development. It includes methods for identifying training needs, developing training content, conducting training lessons and evaluating the effectiveness of training from organizational and individual perspectives. It also covers special training topics such as developing management careers, identifying and developing management talent, using performance appraisal for coaching and development, and training for dealing with contemporary issues such as customer service orientation, diversity, sexual harassment, and stress management.

Major Course Contents

- Concepts of training & development
- Theory and psychology of training and learning
- Systematic and integrated approach of training: The training cycle
- Training and development need analysis
- Curriculum development
- Techniques of training delivery and transfer of training
- Training evaluation
- Management development interventions for top executive

Reading Materials

Blanchard, P. N., & Thacker, J. (2012). *Effective training: Systems, strategies, and practices* (5th ed.). New York, NY: Pearson.

Noe, R. (2020). *Employee training & development* (8th ed.). New York, NY: McGraw Hill.

Rao, P. L. (2012). *Enriching human capital through training and development*. New Delhi, India: Excel Books.

CD 30 Course Title Business Ethics and Anti-Corruption Measures

Course Number HRM-CC-405

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course is designed to provide students with fundamental concepts of business ethics, corporate social responsibility, and anti-corruption measures.

Major Course Contents

- Employees, stakeholders, & corporate governance
- The relationship between business, government & society
- Diversity in the workforce
- Government regulation on business
- Business influence on the political environment
- Antitrust laws in business
- The media's impact on business
- Consumer rights & regulations
- Strategies of special interest groups
- The global business environment
- The morality of capitalism and social responsibility
- Dimensions of ethics for business: International; organizational; employee relation; advertising; financial; environmental; technological

Reading Materials

Shaw, W. H. (2017). *Business ethics: A textbook with cases* (9th ed.). Boston, MA: Cengage Learning.
Pratley, P. (1995). *The essence of business ethics*. Hoboken, NJ: Prentice-Hall.
Web-based articles from Transparency International and other anti-corruption agencies.

CD 31 Course Title Strategic Human Resource Planning

Course Number HRM-CC-408

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management

Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course is designed to expose to the students the concept of strategic organizational planning on its human resources, in order to continue to be relevant and/or competitive in the ever fast paced changes/challenges of the operating environment.

Major Course Contents

- Concepts of strategy and planning
- Aligning HR with strategy
- Environmental influences on HRM
- Evaluation of HR programs and policies
- Human resource management system
- Human resource forecasting process
- Ascertaining HR supply
- Succession management
- Downsizing and restructuring
- Strategic international HRM
- Mergers and acquisitions
- Outsourcing; etc.

Reading Materials

Alpander, G. G., & Botter, C. H. (1982). Human resources management planning. New York, NY: American Management Association.

Bhattacharyya, D. K. (2009). Human resource planning. New Delhi, India: Excel Books India.

Bramham, J. (1994). Human resource planning (2nd ed.). Hyderabad, India: Universities Press (India) Ltd.

Belcourt, M., McBey, K., Yap, M., & Hong, Y. (2012). Strategic human resources planning. Toronto, Canada: Nelson Education Limited.

CD 32 Course Title International Human Resource Management

Course Number HRM-EC-401

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management

Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course deals with complexities and practices of international human resource management distinguished from domestic human resource management and human resources management in international firms. Experience of human resource management in US, Japanese and German firms would also be discussed.

Major Course Contents

- Employee recruitment and selection in international firms
- Employee compensation and career management in international firms
- Integration of expatriate and local employees into international companies
- HRM knowledge sharing expatriate and local employees into international companies
- Adjustment of human resource management of international firm with human management environment
- HRM models of US, Japan and German based international firms, etc.

Reading Materials

Harzing, A.-W., & Ruyseveldt, J. V. (Eds.). (2004). *International human resource management: An integrated approach* (2nd ed.). London, UK: Sage.

Briscoe, D. R., Schuler, R. S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises* (3rd ed.). London, UK: Routledge.

Dowling, P. J., Welch, D. E., & Schuler, R. S. (2008). *International Human Resource Management: Managing People in a Multinational Context* (5th ed.). Florence, KY: South-Western Cengage Learning.

CD 33 Course Title Employment and Labor Laws in Bangladesh

Course Number HRM-EC-402

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management

Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course aims to develop analytical ability of the students to analyze employment and labor laws in Bangladesh and their impacts on employment decision making. The course uses court cases on different legal issues extensively in addition to group discussions and class lessons. The covers various employment and labor laws governing the labor-management relations in Bangladesh.

Major Course Contents

- History of industrial relations in Bangladesh
- History of labor Laws in Bangladesh
- Scope and definition in labor law 2006
- Service conditions: Classification of labor, appointment letter and ID cards
- Layoff and master role, death benefits and separation of job
- Misconducts and dismissal
- Handling grievances of the employee
- Wages and minimum wages, working hours and overtime
- Health and safety, fire safety
- Trade union and CBA
- Participation Committee and labor court and its functions
- Gratuity and provident fund
- Workers profit participation and worker welfare fund
- Duties and functions of inspector general of factories

Reading Materials

[To be informed by the instructor]

CD 34 Course Title Corporate Governance

Course Number HRM-EC-403

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management and
Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course focuses on the various approaches of corporate governance and relationship between corporate governance, company ownership and financial performance in a globalized world. It also deals with corporate culture and diplomacy. The course involves visiting selected corporate headquarters of MNCs in addition to case studies, group discussion and class Lessons.

Major Course Contents

- Concepts of corporate governance
- Role of Multi-national Corporation in globalization process
- Corporate governance system in USA, Japan, and Germany
- Corporate culture in USA, Europe and Asia
- Various aspects of corporate diplomacy
- Corporate governance in deepening integration in the global economy; etc.

Reading Materials

Cohen, S. S. (Ed.). (2000). *Corporate governance and globalization: Long range planning issues*. Cheltenham, UK: Edward Elgar Publishing.

Goergen, M. (1998). *Corporate governance and financial performance: A study of German and UK initial public offerings*. Cheltenham, UK Edward Elgar Publishing.

Keasey, K., Thompson, S., & Wright, M. (Eds.). (1997). *Corporate governance: Economic and financial issues*. Oxford, UK: Oxford University Press.

CD 35 Course Title **Employment Relation and Compensation Management**

Course Number HRM-EC-404

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management; and
Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course focuses on employer-employee relations in historical and contemporary contexts, with emphasis on the development of labor and management institutions and philosophies, public policies, collective bargaining, and contract administration in the private and public sectors. Analysis of relationships between organized employees and employers, the bargaining process, strategies and issues, contract administration, and impasse resolution processes.

Major Course Contents

- Basics of Compensation management
- Work and rewards
- Dimensions of compensation system
- Employee remuneration, and challenges and influences of employee remuneration
- Identifying job content and determining pay
- Compensation survey
- Designing a pay structure, including incentive payment benefits and services
- Performance appraisal
- Employment relations

Reading Materials

Blyton, P., Heery, E., Bacon, N., & Fiorito, J. (Eds.). (2008). *The SAGE handbook of industrial relations*. Thousand Oaks, CA: SAGE Publications Ltd.

Salamon, M. (2001). *Industrial relations: Theory and practice* (4th ed.). New York, NY: Pearson.

Ackers, P., & Wilkinson, A. (2003). *Understanding Work and Employment: Industrial Relations in Transition*. Oxford, UK: Oxford University Press.

Budd, J. W. (2004). *Employment with a human face: Balancing efficiency, equity, and voice*. Ithaca, New York: Cornell University Press.

Salamon, M. (2001). *Industrial relations: Theory and practice, Employment Relation and Compensation Management* (4th ed.). New York, NY: Pearson.

Monappa, A. (2007). *Industrial relations*. Noida, India: Tata McGraw-Hill Publishing.

CD 36 Course Title Globalization and Management Challenges

Course Number HRM-EC-405

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management; and
Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course aims to provide students with a fair knowledge about globalization dynamics and the on-going debate surrounding it. The course explores the emerging management challenges for the least developed and developing countries in the globalized world.

Major Course Contents

- Globalization: concepts and historical trends
- Global division of labor and power
- Globalization and international trade
- Global hegemony and regionalism
- Role of WTO in shaping global trade
- Role of IMF in shaping global finance
- Globalization and international migration
- Globalization and Management challenges for the LDCs and developing countries
- Globalization debate; etc.

Reading Materials

Mittelman, J. H. (2000). *The Globalization syndrome: Transformation and resistance*. Princeton, NJ: Princeton University Press.

Stiglitz, J. E. (2002). *Globalization and its discontents*. New York, NY: W.W. Norton.

WTO documents (www.wto.org)

IMF documents (www.imf.org)

CD 37 Course Title Human Resource Management Information System

Course Number HRM-EC-406

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management; and
Human Resource Management

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course focuses on critical aspects of setting-up a computerized information system specifically designed for the management of human resource responsibilities such as payroll, benefits, recruitment, selection, staffing, career development, training/development, and government compliance.

Major Course Contents

- Contemporary approaches to MIS
- Organizational needs analysis
- Data element selection and definition
- Ethical and social issues in MIS
- Appropriate information technology
- MIS design and acquisition of a system
- MIS evaluation and system maintenance; etc.

Reading Materials

Laudon, K. C., & Laudon, J. P. (2020). Management information systems: Managing the digital firm (16th ed.). New York, NY: Pearson.

O'Brien, J. A. (1998). Management information systems: Managing information technology in the internet worked enterprise. New York, NY: Irwin/McGraw-Hill.

Senn, J. A. (1990). Information systems in management (4th ed.). Belmont, CA: Wadsworth Pub Co.

CD 38 Course Title Banking and Monetary Management

Course Number IER-EC-407 /GPP-EC-407

Offered for *International Economic Relations; Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Description

The course explains the role that monetary policy and financial markets play in the overall economy. It will cover theoretical models and concepts as well as practical institutional aspects of the financial system. This course covers the key issues in the theory and practice of money, financial markets, banking, and monetary policy. The course then proceeds to the aspects of money and banking, examining in detail the goals, targets, and transmission mechanisms of monetary policy conducted by central banks, as well as the nature of financial crises and the role of government regulation of financial markets.

Major Course Contents

- Introduction: Money and the financial system
- Monetary policy analysis
- Economics of banking
- Role of commercial banks/ economics of banking/ traditional Banking
- Asymmetric information in financial markets
- Bank regulations and the role of central bank
- Risk evaluation and bank management strategies

Reading Materials

Hubbard, R. G. (2008). Money, the financial system, and the economy (6th ed.). New York, NY: Pearson.
Rose, P., & Hudgins, S. (2012). Bank management & financial services (9th ed.). New York, NY: McGraw-Hill Education.

CD 39 Course Title Project Implementation and Management

Course Number PM CC 402

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

This course would provide a detailed understanding of program management and the concepts that promote efficient and effective communication and coordination among various groups.

Course Contents

- How to design a program and manage program costs, risks, and communications within the context of project portfolios.
- Program management processes and tools that enforce processes for managing scope changes, risk, quality issues, schedules, resources, and costs.

Suggested Readings

1. Scott Berkun, Making Things Happen: Mastering Project Management, O' Reilly Publication.
2. Anthony Mersino, (2007) Emotional Intelligence for Project Managers; Google Books
3. Paul Roberts (2007), Guide to project management, Google Books

CD 40 Course Title **Project Risk and Cost Management**

Course Number PM CC 403

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective

This course would introduce the art and science of project risk management as well as continuity management, and cost management.

Course Contents

- Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding using actual case studies.
- Process of cost management, early cost estimation, detailed cost estimation, and cost control using earned value method.
- Issues of project procurement management and different types of contracts.

Suggested Readings:

1. Tom Kendrick, 2003, Identifying and Managing Project Risk, American Management Association
2. Paul Hopkin (2010), Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management, Google Book.

CD 41 Course Title **Project Communications Management**

Course Number PM CC 404

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective

The objective of the course is to provide effective communication skills to the students to enhance their leadership quality. To succeed in project management, project manager must be a strong leader and an effective communicator. Students would develop enhanced leadership, communication, conflict management, and various exercises,

Course Contents

This course would contain

- Current philosophies of leadership as applied to project management
- Various styles of communication and conflict resolution
- Negotiation skills through case studies; etc.

Suggested Readings:

1. Ralph L Kliem (2007), Effective communications for project management, Google Books
2. Sui Pheng Low and Zhong Ying (2013), Project Communication Management in Complex Environments, Google Books.

CD 42 Course Title **Project and Program Governance**

Course Number PM CC 405

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

- This is a comprehensive course on project and program monitoring, evaluation, and governance. Students would understand enterprise wide-project interdependencies and determine the optimal pacing for a program to enable appropriate planning, scheduling, executing, monitoring, and controlling of the projects within a program. This course would help project and program managers in government, nonprofit, and private institutions to assess program results and identify ways to improve program performance.

Course Contents:

- Course would cover governance and evaluation methods that will be useful at various levels of large projects, including government and nonprofit organizations.
- Project evaluation for small nonprofit organizations;
- Assessing and improving project planning, implementation and effectiveness;
- Projects / program governance methodology and models;
- Evaluation tools to assess factors linking projects under one program and provide the best allotment of resources between those projects;
- Monitor complex multi-project programs;
- Collaboration and stakeholder alignment throughout a project life-cycle.

Suggested Reading

1. James T. Brown (2007), The Handbook of Program Management: How to Facilitate Project Succss with Optimal Program Managment, Google Books
2. Irene Didinsky (2017) Practitioner's Guide to Program Management, Google Books

CD 43 Course Title **Agile Project Management**

Course Number PM CC 406

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The course would provide an understanding of how new Agile principles and practices that have been changing the landscape of project management. The course would give project managers fresh new insight into how to successfully blend Agile and traditional project management principles and practices in the right proportions to fit any business and project situation.

Course Contents:

The course would provide a deep understanding of Agile project management principles and practices in order to see them as complementary rather than competitive to traditional project management. Topics would include:

- Agile project management fundamentals, principles, and practices;
- adapting an Agile approach to fit a business environment;
- planning and managing an enterprise-level Agile transformation; etc.

Suggested Readings

1. Jim Highsmith (2004), Agile Project Management, Google Books.
2. Charles G. Cobb (2015), The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach, Google Books.

CD 44 Course Title **Decision Making and Problem Solving**

Course Number PM EC 401

Offered for **Project Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The course would expose the students to practical quantitative approaches to mathematical decision-making, as well as a wide variety of qualitative approaches for both the service and production industries.

Course Contents:

- Definition of the decision problem,
- Analysis of the approaches available to solve the problem, and an understanding of the limitations and strengths of these approaches as well as the necessary resources.
- Design and presentation skills necessary to communicate the problem
- Different solutions or outcome possibilities of decision making.

Suggested Readings:

1. John Adair (1997), Decision Making & Problem Solving Strategies, Google Books
2. Jeff Butterfield (2012), Problem-Solving and Decision Making: Illustrated Course Guides, Google Books.

CD 45 Course Title Managerial Accounting

Course Number FM CC 401

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The objective of the course would be to provide the students the most fundamental accounting concepts and provides key building blocks necessary for intermediate and advanced financial statement analysis.

Course Contents:

It is designed to provide a basic but practical application of financial analyses commonly performed by financial management professionals. It would cover-

- Managerial Accounting and Cost Concepts
- Cost Estimation and Cost Volume-Profit Relationships
- Product Costing: Attaching Costs to Products and Services
- Process Costing
- Activity-Based Costing and Just-In-Time Costing
- Budgeting for Operations Management
- Managerial Decisions: Analysis of Relevant Information
- Capital Investment Decisions
- Analysis of Decentralized Operations
- Costs of Quality and Other Cost Management Issues

Suggested Readings:

1. Donald Kieso, J. J. Weygandt, and Paul D. Kimmel (1999), Managerial Accounting: Tools for Business Decision Making, Google Books.
2. Anthony A. Atkinson (1982), Advanced Management Accounting, Google Books.

CD 46 Course Title Corporate Finance

Course Number FM CC 403

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.

Course Contents:

- Fundamental techniques of financial analysis that include financial statement analysis, cost of capital, capital budgeting techniques, equity and firm valuation, and applications of financial modeling.
- Basic models of corporate capital valuation, including pricing models for primary financial assets,
- Real assets valuation and investment projects analysis,
- Capital structure, derivative assets and contingent claims on assets.
- Analyzing corporate behavior in capital markets and the relationship of agent and principal in raising funds, allocating capital, distributing returns.
- Evaluation of different management decisions and their influence on corporate performance and value.

Suggested Readings:

1. Terence Tse (2017), Corporate Finance: the basics, Google Books.
2. Bradford D. Jordan, Randolph W Westerfield, and Stephen Ross (1991), Fundamentals of Corporate Finance, Google Books.

CD 47 Course Title **Financial Statement Analysis and Reporting**

Course Number FM CC 404

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The objective of the course is to improve skills and knowledge of the students in analyzing and reporting financial statements.

Course Contents:

- Measurement and disclosure principles used to prepare generally accepted accounting principle-based financial statements
- Application of the tools of financial statement analysis, including appropriate technology
- Impact of financial reporting choices on the quality of accounting information including reported earnings
- Diagnostics to assess the quality of the accounting in financial statements.

Suggested Readings:

1. Stephen H. Penman (2013), Financial Statements Analysis and Security Valuation, 5 th edition, 2013, McGraw-Hill
2. Peter D. Easton (2016), Financial Statement Analysis and Valuation (4th edition), Google Books.

CD 48 Course Title **Investment Analysis and Portfolio Management**

Course Number FM CC 405

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The primary objective of the course is to study the theory and empirical evidence relevant for investing, particularly in the context of portfolio management. A secondary objective is to prepare you to do quantitative and statistical analysis in a broad range of settings.

Course Contents:

- Security markets and the investment industry
- Optimal portfolio selection
- Relation between risk and return
- Modern portfolio theory' as a general approach for maximizing the expected return of a portfolio given a certain amount of risk.
- Foundations of investment management: theory and empirical evidence related to portfolio theory, market efficiency, asset pricing models, factor models, and option pricing theory.

Suggested Readings:

1. Frank K. Reilly, Keith C. Brown, Investment Analysis and Portfolio Management (10th edition), Cengage Learning
2. [Frank K. Reilly, Ke](#) (2009), Analysis of Investments and Management of Portfolios, Google Books

CD 49 Course Title **Public Financial Management**

Course Number FM CC 406

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The objective of this course is to provide students a strong understanding of public financial management and be prepared to work directly with accountants, auditors, and other financial professionals in public sector organization.

Course Contents:

- Financial management plan for an organization or agency,
- Create a set of financial controls for accountability,
- Link the financial management structure to the strategic plan,
- Predict long term revenue and expense requirements,
- Basic financial reports on program activities for management;
- National budgeting policy and process
- Development budgeting;
- Local government budget practices.

Suggested Readings:

1. [Howard A. Frank](#) (2006), Public Financial Management, Google Books
2. David Ellis Jenkins and Hugh Coombs (1991), Public Sector Financial Management, Google Books.

CD 50 Course Title **Government and Not-for-Profit Accounting**

Course Number FM CC 407

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The primary purpose of this course is to introduce the student to the basic concepts and techniques of fund accounting and the financial reporting for governmental and not-for-profit entities.

Course Contents:

- Theories and practice of government accounting and practices
- Distinction between private and public sector organizations
- Accounting standards for various public and private sector organizations.
- Financial reporting for nonbusiness entities
- Fund types used by state and local governments.

Suggested Readings:

1. Michael H. Granof, Saleha B. Khumawala, et al. (2016), Government and Not-for-Profit Accounting: Concepts and Practices, Wiley
2. Martin Ives, (2013), Introduction to Governmental and Not-for-Profit Accounting, 7th edition, Google Books.

CD 51 Course Title **International Financial Management**

Course Number FM EC 401

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The objectives of this course are to provide an introduction to international finance theory and to develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm.

Course Contents:

Five interrelated topics would be covered:

- exchange rate risk,
- determinants of exchange rates,
- currency hedging,
- international financing/investing activities, and
- international financial markets.
- international monetary system and its implications for exchange rate determination
- determinants of foreign investments
- characteristics of international financial institutions
- relationship between international and domestic markets.

Suggested Readings:

1. Jeff Madura (2015), International Financial Management, Cengage Learning, (12th edition)
2. Alan C Shapiro (1982), Multinational financial management, Google Books.

CD 52 Course Title **Venture Capital and Private Equity**

Course Number FM EC 402

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The objective of the course is to provide all facets of the venture capital and private equity investment process to the students. It would be taught from the perspective of how investment professionals source, analyze, structure, execute and exit investments.

Course Content:

- Valuation techniques commonly used in venture capital and buyout transactions;
- Understanding the Venture Capital ecosystem;
- Components of Venture Capital term sheets;
- Leveraged buy-out (LBO) analysis;
- Institutions and process of venture capital and private equity investment;
- Understand the economics and risks of venture capital and private equity investments;
- Develop critical thinking and communication skills in a financial context.

Suggested Readings:

1. [Josh Lerner, Felda Hardymon, Ann Leamon \(1999\), Venture Capital and Private Equity: A Casebook 5th Edition, Google Books](#)
2. Ann Leamon, Felda Hardymon, and Joshua Lerner (2012), [Venture Capital, Private Equity, and the Financing of Entrepreneurship, Google Books](#)

CD 53 Course Title **Wealth Management**

Course Number	FM EC 403
Offered for	Public and Private Financial Management
Prerequisite(s)	None
Number of Sessions	1.5 hours/session x 25 sessions
Number of Presentation(s)	Equivalent to 2 classes

Course Objective:

The course objective is to provide students the knowledge needed in preparing for a possible career in wealth management. The focus of this course would be on client wealth management rather than the management of personal investments.

Course Contents:

- Segmental analysis of the market for wealth management products.
- Factors that need to be considered for High Net Worth clients.
- Core services of wealth management
- Alternative investment strategies with reference to empirical evidence.
- Design, monitor and critically assess a bespoke portfolio with reference to market indices and empirical evidence.
- Alternative financial regulatory regimes
- Various tax considerations that need to be taken into account wealth management,
- Contemporary issues that impact upon the wealth management service and assess their relevance.

Suggested Readings:

1. Evensky, H., Horan, S. M. and Robinson, T. R. (2011) The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets. Wiley.
2. Chorafas, D. N. (2006) Wealth management: private banking, investment decisions, and structured financial products. Amsterdam: Elsevier.
3. Reuvid, J. (ed.) (2007) The Handbook of personal wealth management, 3rd ed. London: Kogan

CD 54 Course Title **Commercial Banking**

Course Number FM EC 404

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

This course would provide students a firm knowledge of the fundamentals of community banking. It would analysis bank financial statements, banks' lending, funding, capital and investment decisions.

Course Contents:

- commercial banks and their role in the economy
- practical application of business and economic principles as they relate to bank management and regulatory policy,
- banking history and regulation,
- consumer and commercial credit analysis,
- asset and liability management,
- risk management,
- loan policy,
- money management services
- on-line banking, etc.

Suggested Readings:

1. Koch, Timothy W. and S. MacDonald, Bank Management, 5th Edition, The Dryden Press, New York, NY, 1999.
2. Rose and Hudgins, (2010), Bank Management & Financial Services, 8th edition

CD 55 Course Title **Ethical Issues in Financial Management**

Course Number FM EC 408

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

This course objective is to focus on the ethical issues confronting financial professionals, including extensive coverage of the recent financial crisis and the very latest developments affecting ethics within the financial world.

Course Contents:

- Identify, analyze and solutions to ethical issues facing financial and business managers;
- Business ethics based on your personal views and opinions;
- Framework to analyze the ethical framework surrounding business cases;
- Understand better how cultural influences affect ethical norms;
- Balance and perspective between the often conflicting interests of shareholders, management, and customers.

Suggested Readings:

1. Boatright (2014), John R. Ethics and the Conduct of Business, Pearson
2. John R. Boatright(2007), Ethics in Finance, 2nd Edition Wiley-Blackwell;
3. Andrew McCosh (1999), Financial Ethics, Springer; 1999 edition

CD 56 Course Title **Management of Financial Institutions**

Course Number FM EC 409

Offered for **Public and Private Financial Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective:

The course objective is to analyze the main issues of financial institutions management, with focus on banking, insurance, investment, portfolio management, mutual fund etc.

Course Contents:

Strategic management of financial institutions

- Broad range of institutions that accept money from savers and invest that money in stocks, bonds or other assets and how each of these institutions functions in terms of economics and how each is regulated by government agencies.
- Institutions where the savers receive the return on their investments minus management expenses – mutual funds, hedge funds, and sovereign funds.
- Institutions offering savers some form of guaranteed returns – banks, insurance companies, and Fannie Mae.
- Pension plans; both defined contribution and defined benefit plans.
- Managing risks in each of these type of institutions.

Suggested Readings:

1. Elizabeth S. Cooperman (2016), Managing Financial Institutions: Markets and Sustainable Finance, Google Books
2. [F. Fiordelisi](#), [Philip Molyneux](#) (2010), New Issues in Financial Institutions Management, Google Books.

CD 57 Course Title	Context of Procurement and Supply Chain Management
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Course Number PSM CC 401

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

This course would develop an understanding of the added value and how it can be achieved through procurement and supply chain management. Stages of sourcing process have been discussed. It has also described the main aspect of organizational infrastructure which can shape the scope of procurement and supply chain function. It has identified different sectors and its impact on procurement and supply chain function.

Course Contents

- Categories of expenses and purchase process used in Organization
- Sources of added value in procurement and supply
- Concepts of procurement and supply chain management
- Stakeholders analysis for procurement or supply chain function
- Main aspects of sourcing processes
- Main stages of a sourcing process
- How electronic systems can be used at different stages of the sourcing process
- Relationship between achieving compliance with processes and the achievement of outcomes
- Explain the main aspects of corporate governance of a procurement or supply chain function
- Impact of organizational policies and procedures on procurement
- Different structures of a procurement or supply chain function
- Common IT systems that can be used by a procurement or supply chain function
- Different economic and industrial sectors
- Impact of the public sector on procurement or supply chain roles
- Impact of the private sector on procurement or supply chain roles

Suggested Reading:

1. Purchasing and Supply Chain Management- Kenneth Lyson and Brian Farrinton

CD 58 Course Title **Sourcing in Procurement and Supply**

Course Number PSM CC 402

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

This course introduces the main options for sourcing from suppliers. Developing a plan a plan for sourcing has been analyzed. It also focused on assessing the financial stability of potential suppliers. Main process has been discussed that can be applied to the sourcing of requirements from external suppliers. The topic has covered the compliance issues.

Course Contents

- Understand the main options for sourcing of requirements from suppliers
- Develop a plan for sourcing goods or services from external suppliers
- Assess the financial stability of potential suppliers
- Main processes that can be applied to the sourcing of requirements from external suppliers
- Understand compliance issues when sourcing from suppliers

Suggested Reading:

1. Purchasing and Supply Chain Management- Kenneth Lyson and Brian Farrinton

CD 59 Course Title **Business Needs in Procurement and Supply**

Course Number PSM CC 403

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

The course would analyse the ways of devising a business case for requirements to be sourced from external suppliers. It has covered fundamentals of specification, Key point indicator etc. Contractual arrangements made with suppliers is also discussed. The topic explains the main clause of a formal contract. Implications of outsourced works or services are also taught in the course.

Course Contents

- Understand how to devise a business case for requirements to be sourced from external suppliers
- Understand the fundamentals of specifications and key performance indicators that are included in contractual arrangements made with suppliers
- Understand the main clauses that are included in formal contracts
- Understand the main implications of outsourced work or outsourced services for procurement

Suggested Reading:

1. Purchasing and Supply Chain Management- Kenneth Lyson and Brian Farrinton

CD 60 Course Title **Negotiating Contract in Procurement and Supply**

Course Number PSM CC 404

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

This course covers the legal issues relating to the formation of contract. It discusses the main approaches in the negotiations of commercial agreement with external organizations. It highlights on the preparations for negotiations with external organizations. It focuses on how the commercial agreement in negotiations should be undertaken.

Course Contents

- Understand the legal issues that relate to the formation of contracts
- Understand the main approaches in the negotiation of commercial agreements with external organizations
- Understand how to prepare for negotiations with external organizations
- Understand how commercial negotiations should be undertaken

Suggested Reading:

- 1 Purchasing and Supply Chain Management- Kenneth Lyson and Brian Farrinton
1. .Essentials of negotiations: by J. Lewicki; David M Saunders and Bruce Barry.

CD 61 Course Title **Managing Risk in Procurement and Supply**

Course Number PSM CC 405

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objectives

The course analyses the nature of risk affecting Supply Chain. How effective program management can mitigate risk in supply chain. It explains the main process in managing risk in supply chain. It also covers the way of proposing risk management strategy to mitigate risk in supply chain.

Course Contents

- Risk definition in the context of commercial management.
- Risk identification and assessment – techniques and tools.
- Risk considerations at outset before choice of contractual approach or InProgress adjustments to forms of contract.
- Development and justification of risk-driven management decisions.
- Supply chain vulnerability and risk response strategies.
- Risk management processes and procedures.
- Risk analysis techniques.
- Risk transference strategies including insurance.
- Health and safety philosophy.
- Industry based, real world case studies and scenarios illustrating macro and micro-level risks, and approaches to their management.

Suggested Reading:

1. The Complete Guide to Risk Management- **by** Kit Sadgrove

CD 62 Course Title	Leadership in Procurement and Supply
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Course Number	PSM CC 406
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Offered for	Procurement and Supply Chain Management
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Prerequisite(s)	None
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Number of Sessions	1.5 hours/session x 25 sessions
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Number of Presentation(s)	Equivalent to 2 classes
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Course Objectives

The course identifies leadership skill and behavior which are appropriate for improving procurement and supply chain management. It explains how to create commercial plan to influence personnel involved in a supply chain. It analyses the ways of overcoming common challenges faced by procurement and supply chain manager. The main methods to lead change in the supply chain are discussed in this course. The course also deals with the importance of effective delegation to implement change successfully.

Course Contents

- Understand the main leadership skills and behaviors that are appropriate for improving procurement and supply chain management.
- Create a communication plan to influence personnel involved in a supply chain
- Understand how to overcome common challenges faced by procurement and supply chain managers
- Understand the main methods to lead change in the supply chain

Suggested Reading:

1. Management and Organizational Behavior- Laurie Mullins

CD 63 Course Title **Strategic Supply Chain Management**

Course Number PSM EC 402

Offered for **Procurement and Supply Chain Management**

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

Course Objective

The topic discusses the impact of sustainability in Supply Chain. It explains the initiative and standard to improve sustainability. The topic covers how Sustainability can be incorporated in the sourcing process. Importance of compliance with standard to achieve Sustainability in the supply chain is also taught.

Course Contents

- Introduction
- What do we mean by the term ‘sustainable supply chain’?
- The environmental perspective
- The financial perspective
- The social perspective
- The network perspective
- The four perspectives of supply chain sustainability: a self-assessment

Suggested Reading:

1. Sustainable Procurement Guide: Procuring Sustainably using BS 8903 By Cathy Berry.

- Offered for
- **Governance and Public Policy;**
 - **International Economic Relations;**
 - **Human Resource Management,**
 - **Project Management,**
 - **Public and Private Financial Management; and**
 - **Procurement and Supply Chain Management**

Description

Term paper with 3 (three) credits comprises an important part of the Masters' degree completion. During the fourth semester, students will submit their final version without fail. The dates of submission will be announced in the final examination schedule. Failure in timely submission of Thesis/Term paper will cause long delays in receiving the degree.

Broad outline of Term paper:

1. Title
2. Introduction
3. Objective and background
4. Rationale and justification
5. Issue to be investigated
6. Review of Literature
(Findings from contemporary research of both local and foreign origin)
7. Methodology
 - Sampling design
 - Techniques for data collection
 - Data collection tools
 - Statistical analysis
8. Analyses and Syntheses
9. Findings
10. Conclusion

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Mr. Toufiq Ali, PhD	Former Ambassador, People's Republic of Bangladesh
Mr. Jamil Mazid	Former Secretary and Ambassador, People's Republic of Bangladesh
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