

MPA
in
Project Management

Bangladesh Institute of Governance and Management (BIGM)
(Affiliated to the University of Dhaka)

Masters in Project Management

Program Rationale

The study of project management is important as management failure of development projects has been a major obstacle towards development, specially in developing countries like Bangladesh. In many cases, projects and programs are not well developed and so face implementation bottlenecks. Even if projects and programs are well developed, implementation and management of projects face different problems like 'time over-run' and 'cost over-run'. The major problem of project and program management is the dearth of skilled man-power in project design, implementation and management.

There has been growing awareness among the policy makers in Bangladesh about the need for skilled man-power in project management. In this context, development agencies, international development bodies, donor agencies, and organizations in public, private and non-profit sectors need skilled project managers to cope with the project design implementation problems. This program aims to strengthen project development and management in Bangladesh by preparing students to assume leadership in solving project design and implementation problems that are central to achieve cost-effective development.

Program Objectives

Objectives of the PM Program at BIGM

- Masters in Project Management at BIGM is offered to help students to acquire the knowledge and skills needed to pursue effective careers in project management in public, private and non-profit organizations;
- Enhance project and program development, implementation and management capacity of public, private and non-profit sectors.

Intake

As it is an inter-disciplinary program, students will be accepted with a bachelor's degree in Business Studies, Social Science, Natural Science, and Engineering from a recognized university.

The students will be drawn from:

- Career civil servants with adequate academic background;
- Executives in NGOs, civil society organizations, development agencies, and private sector;
- In exceptional cases candidates who do not have any work experience but have excellent academic degrees in economics, management, business administration, public administration, law, sociology, engineering, and other related disciplines will be considered for admission;
- Qualified officers of State Owned Enterprises; and
- Qualified officers from banking and other financial institutions.

Program Contents

Masters in Project Management is a post-graduate program of 48 credits to be completed in 4 full semesters in 18 calendar months. It consists of 4 preparatory courses (12 credits, 3 credits each), 8 required Core Courses (24 credits, 3 credits each), 3 Elective Courses (9 credits, 3 credits each), and a term paper (3 credits). Students will be required to take preparatory courses on Communicative English, Research Methodology, Fundamentals of Management, and Fundamentals of Economics. Students have to take four preparatory courses in first semester, four core courses in each second and third semester, and three elective courses and a term paper in the fourth semester. Each course would be of 3 credit hours with 45 credit hours of academic sessions having one and a half hours duration.

In addition to preparatory and core subjects, the program offers a range of elective courses so that students can pursue their studies in accordance with their academic interests and career objectives.

Preparatory Courses (3 credit hours each)

PM P401: Communicative English

PM P402: Fundamentals of Management

PM P403: Fundamentals of Economics

PM P404: Research Methodology

Core Courses (3 credit hours each)

- PM C501: Project Development and Management
- PM C502: Program Implementation and Management
- PM C503: Project Risk and Cost Management
- PM C504: Project Communications Management
- PM C505 Project and Program Governance
- PM C506: Agile Project Management
- PM C507: Financial Management
- PM E508: Human Resource Management

Elective Courses (3 Credit hours each)

- PM E501: Decision-Making and Problem Solving
- PM E502: Conflict Management and Negotiation
- PM E503: Public-Private Partnership in Investment Management
- PM E504: Strategic Management and Leadership Development
- PM E505: E-Governance and Information Technology
- PM E506: Environmental Management and Sustainable Development

Term Paper (3 credits)

In term paper a student is required to address a research question and collect, collate and analyze data and write around 50 page paper. The students have to present and defend their term papers in front of the examiners.

Structure of the Program

The structure of the program is as follows

Course Type	No of Courses	Credits
Preparatory courses	4	12
Required Core courses	8	24
Elective courses	3	9
Term paper	1	3
Total		48

Faculty

Qualified faculty from civil service (retired and in-service), public universities / partner institutions from home and abroad and full-time faculty of the CSC, Dhaka would teach the course modules. Team-teaching would be used for multi-disciplinary courses requiring both theoretical analysis and practical experience.

Facilities

The program would be held at the BIGM's own campus at Agargoan, Dhaka.

Semester and Class Schedules

There will be three regular semesters – fall, spring and summer– each having 15 working weeks. Classes will be held Saturday through Monday. The duration of a class is usually for 90 minutes. Usual class-load on Saturday is 4 and 2 on weekdays in the afternoon/evening. Course related seminars / workshops / debates would also be arranged.

Commencement of the Program

The program would commence from January 2017 with a batch of 35 students to be selected competitively from amongst public servants, NGOs, SOE, Banking & other financial institutions and private sectors.

Teaching Methods

The program emphasizes participatory methods of learning including preparation of case studies by the students, field visits and interaction with experts and practitioners. Considering the diversity of the courses, this program provides for a variety of teaching methods like lecture, discussion, panel session, debate, seminar, role-playing, case study, workshop, project/group works and research. The faculty while offering course carefully select the methods appropriate for the course and lesson objectives. As most students are from active service, emphasis is given to methods that help students learn, do critical thinking and apply the knowledge in practice.

Course Numbering System

Courses are numbered in two parts: first part with alphabets representing the course classification and second part refers to the level of the course. Preparatory courses could be numbered at 400 levels, Core Courses and Elective Courses at 500 levels. Term Paper would carry 500 levels with 3 credit hours.

Performance Evaluation

The performances of the students will be evaluated throughout the semester by class attendance, class tests, group works, term papers, and assignments including project reports. Similarly class/participatory performance will also be evaluated. Mid-term examinations and Final Examinations will be held on pre-announced dates. The students will be evaluated on the basis of following structured format:

Class Attendance	Group Work	Individual Assignment	Mid Term Exam.	Final Exam.
10%	10%	10%	20%	50%

(Minimum requirement 80 % attendance in any course/module)

Grading System

Numerical scores earned by students in tests, exams, assignments are cumulated and turned into letter grades at the end of the semester following way:

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

Academic Standing

Students are expected to maintain a set standard in their academic work. They have to take the requisite number of courses and maintain satisfactory grades. Students are expected to maintain a GPA of 3.0; otherwise they would be put on probation in the following semester. Students scoring a GPA below 2.5 will be automatically dropped-out.

Course Descriptions

Preparatory courses

PM P01: Communicative English

Course Objectives

The course aims to sharpen and update the skill of writing and speaking English accurately, clearly and concisely.

Course Contents

The course would cover three modules:

1. Review of grammar and style;
2. Applied aspects of English, and
3. Oral communication skill.

Module 1: Review of grammar and style

- Word Choice : Contextual use of Formal and Informal words
- Common Errors in Spoken and Written English
- Three Varieties of Prepositional Errors
- Gender-neutrality in the English language
- Verbosity, Padding, Clichés and Pomposity: Four linguistic diseases
- Sentence Fluency : How to achieve it
- Sentence Variety : Techniques to achieve it

Module no. 2: Applied Aspects of English

- How to write a coherent paragraph and an essay

- Writing Official Letters
- Writing Press Releases
- How to write Business Reports
- Drafting Meeting Minutes
- Writing Aide-Memoirs
 - Techniques of Revising, Editing, and Self-editing

Module no. 3: Oral Communication Skills

- Forty-five English sounds for proper pronunciation
- Pronunciation, Articulation, and Intonation
- Achieving Accuracy of Mispronounced Words
- Techniques of Speaking or Oral Presentation
- The art of Active Listening.

Suggested Readings

1. A.J. Thomson, A.V. Martinet, A Practical English Grammar, Oxford University Press
2. D. Thakur, A Handbook of English Grammar and Usage, Bharati Bhawan Publication
3. John Eastwood, Oxford Practice Grammar, Oxford University Press.

PM P402: Fundamentals of Management (3 credit hours)

Course Objective

The course would introduce basic management concepts, theories and practices to prepare them for taking specialized courses on Project Management.

Course Contents

The course would be organized around classical functions of management – planning, organizing, staffing, leading and controlling. It would focus on contemporary management issues, like globalization, technology, entrepreneurship, ethics, empowerment, diversity, etc. The would cover-

1. Introduction to Management

2. Environmental Context of Management
3. Planning and Decision Making in Management
4. Organizing Process of Management
5. Leading Process in Management
6. Controlling Process of Management, etc.

Suggested Readings:

1. Robbins, Fundamentals of Management (latest edition), Prentice-Hall
2. Weihrich, H. And Koontz, H., Management: A Global Perspective (latest edition), McGraw-Hill
3. Griffin, R.W., Management (latest edition), Houghton Mofflin Co., Boston

PM P403: Fundamentals of Economics (3 Credit)

Course Objective:

The course introduces basic economic concepts, theories and practices to prepare the students for taking specialized courses on Project Management. The course is organized around two broad classifications of economics– microeconomics and macroeconomics. It would focus on economy as a system and its component parts like supply and demand, product and factor markets, consumption, savings and investment, business fluctuations, fiscal and monetary policy, etc.

Course Contents

- Nature and method of economics
- Markets, demand and supply
- Elasticity of demand and supply
- Production and cost
- Market structures, with special focus on perfect competition and monopoly
- Economic efficiency and market failure
- Measurement of national income
- Determination of national income: the aggregate demand and aggregate supply model
- Unemployment
- Inflation

- Government budget and fiscal policy
- Money creation and monetary policy
- Business cycles
- Economic growth
- Theory of comparative advantage
- Free trade versus protection
- Balance of payments and exchange rate policy

Suggested Readings:

1. Begg, D., Fischer, S and Dornbusch, R (2001) Foundation of Economics, McGraw-Hill, London
2. Mankiw, N.G (1997) Principles of Economics, The Dryden Press, New York
3. R.G Lipsey & A Chrystal, An Introduction to Positive Economics (10th edn) Oxford, 2003

PM P404: Research Methodology (3 Credit)

Course Objectives

The objective of the Course is to make the students familiar with the standard research methodology. The course would prepare students for undertaking research for their term paper/ dissertation. It would focus on basic statistical tools used in social science / business research and designing and writing research paper / reports (term paper / dissertation).

Course Contents

The course would cover:

- Basic Statistical Tools and Techniques used in Business Research/Reports;
- Identifying and Defining Research Problems;
- Research Design;
- Sampling Design and Technique;
- Methods of Data Collection;

- Processing, Analyzing and Presentation of Data;
- Hypothesis Testing;
- Data Interpretation and Report Writing;
- Computer Application in Business Research; etc.

Suggested Readings:

1. Cooper, D. and Schindler, P.S., Business Research Method (latest edition), Sage Publication
2. Kothary, C. R. Research Methodology (latest edition), New Age Int. Publication, New Delhi.
3. Gopal K. Kanji, 100 Statistical Tests (latest publication), Sage publication.
HRM

Core Courses

PM C501: **Project Development and Management** (3 credits)

Course Objective

The course would introduce concepts, principles and methodology of project design and development, and applied techniques for cost-effective management of projects.

Course Contents-

Key topics of focus include developing project plan and scheduling resources, work breakdown structures, and project networks.

- Development Planning in the GOB system
- Planning Processes, Institutions and Roles
- Fundamentals of Project, Development Project and Project Management
- Project Identification: Mission, Vision, Goals, Objectives
- Risk Analysis including Risk Management Plan and SWOT – Domain Analysis
- Project Initiation: Feasibility Study in general, Feasibility Test in particular,
- Project Planning: Estimation, Schedule Planning
- DPP/TPP: Preparation, Processing, Recasting, Approval, and Revision

- Fund Release for GOB development project
- Project Liquidation/Closeout: Administrative and Financial

Suggested Readings

1. Lews. J. P. Fundamentals of Project Management, American Management Association, 2nd Edition
2. PMI Global Standard (2017), A Guide to the Project Management, USA

PM C502: Program Implementation and Management (3 credits)

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

PM C503: Project Risk and Cost Management (3 Credit)

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.

PM C504: Project Communications Management (3 Credit)

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.

PM C505: Project and Program Governance (3 Credit)

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;
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- 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 Success with Optimal Program Management, Google Books
2. Irene Didinsky (2017) Practitioner's Guide to Program Management, Google Books

PM C506: Agile Project Management (3 Credit)

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.

PM C507: Financial Management (3 Credit)

Course Objective:

Managerial Finance is an interdisciplinary approach that borrows from both managerial accounting and corporate finance. The course would focus with the managerial significance of finance techniques, that is on financial assessment rather than financial technique. It would analyse the allocation of scarce resources amongst competing business opportunities and how financial management can aid to the implementation and monitoring of business strategies and help achieve business objectives.

Course Contents:

- Introduction to Financial Management

- Valuation
- Tools of Financial Analysis and Planning
- Working Capital Management
- Investment in Capital Assets
- Cost of Capital, Capital Structure, and Dividend Policy
- Intermediate and Long-term Financing

Suggested Readings:

1. James C. Van Horne & John M. Wachowicz (2009), Fundamentals of Financial Management, 13th Edition, PHI Learning
2. Prasanna Chandra (1984) Financial Management: Theory and Practice, 23rd Edition, Google Books

PM E508: **Human Resource Management** (3 Credit)

Course Objective:

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

Course Contents:

- Strategic role of HRM;
- Employee recruitment and placement;
- Training and development,
- Employee compensation;
- Employee relations;
- HR management in projects / programs; etc

Suggested Readings:

1. Gary Dessler, & Biju Varkkey (2011), Human Resource Management , 12th Edition, Pearson

2. Michael Armstrong (1988), A Handbook of Human Resource Management Practice, Google Books

Elective Courses

PM E501: Decision-Making and Problem Solving (3 Credit)

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.

PM E502: Conflict Management and Negotiation (3 credit)

Course Objective:

The aim of the course would be to expose students to the state of the art concepts and techniques of conflict management through negotiation so that they would be able to apply those techniques to real life situations. Both public, private and NGO officials do

constantly engage in conflict management and negotiations at different levels – intra and inter-departmental, public-private domain, societal and inter-state.

Course Contents:

- Theory and practice of conflict analysis and management,
- Different techniques of negotiations to resolve conflicts.
- Class-room simulations of bilateral and multilateral negotiation.

Suggested Readings:

1. Morton Deutsch (2000), The Handbook of Conflict Resolution: Theory and Practice, Google Books
2. Fredrike Bannink (2010), Handbook of Solution-Focused Conflict Management, Google Books.

PM E503: Public-Private Partnership in Investment Management

Course Objective:

The course aims to develop human resources who would be capable of preparation and implementation of PPP projects in accordance to international standards and through innovative ways relevant to Bangladesh conditions. This would necessitate that the course prepares students to carry forward the PPP tasks ensuring efficiency, efficacy, transparency and accountability.

Course Contents:

- Feasibility studies of PPP projects;
- Risk identification;
- Financial modeling;
- Procurement processes for PPP projects; financing PPP projects;
- Designing contract: including legal framework;
- Organizing and managing the contract Compliance;
- Monitoring the technical and financial performance of the investor/ concessionaire;
- Performance failures, disputes, termination and resolution and mediation.

Suggested Readings:

1. Frank K. Reilly & Keith C. Brown, (2017) Investment Analysis and Portfolio Management, Google Books
2. Malcolm Morley (2015), The Public-Private Partnership Handbook: How to Maximize Value, Google Books

PM E504: Strategic Management and Leadership Development**Course Objective:**

The core objective of this course is to help students to develop strategic management competency and corporate leadership aimed at enhancing cumulative corporate efficacy.

Course Contents:

The course would have two modules: strategic management, and leadership development.

Module 1 Strategic Management:

The purpose of the strategic management 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.

Module 1 Contents

- Overview of Strategic Management
- Nature of Strategic Management
- Strategy Formulation
- Business Vision and Mission
- External Assessment
- Internal Assessment
- Setting long-term objectives and alternative strategies
- Strategy Analysis and Choice
- Strategy Implementation
- Strategy Review, Evaluation and Control

Module 2 Leadership Development:

The primary focus of leadership development module is on managerial leadership in the organizational context 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.

Module 2 contents:

- Nature of Managerial Leadership
- Managerial Traits and Skills
- Nature of Managerial Work
- Effective Leadership Behavior
- Power and Influence
- Charismatic and Transformational Leadership
- Leading Change in Organizations
- Leadership in Teams and Decision Groups
- Strategic Leadership by Executives
- Developing Leadership skills.
- Gender, Diversity, Cross-Cultural and ethical Leadership

Suggested Readings:

1. David, Fred R. (2003) Strategic Management: concepts and cases, Prentice Hall: New York
2. Thompson, Arthur (2004) Crafting and Executing Strategy: concepts and cases, McGraw-Hill: New York
3. Yukl, Gary (2013) Leadership in Organizations, Pearson Education Inc.
4. Northouse, Peter G. (2010) Leadership: theory and practice, Sage Publication

PM E505: E-Governance and Information Technology (3 Credit)

Course Objective:

E-governance is a rapidly growing phenomenon. It has increasing impact on the work of both public and private sectors. This course would provide students e-governance skills in broad sense, i.e. use of information technology in the public and private sectors.

Course Contents:

- e-governance information system;
- e-governance strategy, e-governance data management; and
- emergent management issues of e-governance.
- Preparation of a prototype of a simple e-governance system and its implementation plan in the context of Bangladesh.

Suggested Readings:

1. Shubash Vatnagar (2004), E-Government: From Vision to Implementation - A Practical Guide With Case Studies, SAGE Publication
2. Pankaj Sharma (2004), E-Governance, APH Publication

PM E506: Environmental Management and Sustainable Development (3 Credit)

Course Objective:

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

Course Contents:

The course would cover

- Conceptual framework of environment, development and sustainable development,
- Environmental Impact Assessment (EIA) of projects and related issues.
- Pit falls of development, concept of “development disaster” with some examples
- Environmental legislation in Bangladesh, Environmental Conservation Act 1995, Environmental Conservation Rules 1997

- Bangladesh Climate Change Strategy and Action Plan
- National plan of action (NAPA)
- UNFCCC 1992 and Kyoto Protocol 1997 and their relevance for Bangladesh
- International Scenario to Climate Change
- Conservation of Biodiversity and Bangladesh perspectives
- Forest Conservation, Ecological Critical Areas (ECAs), Sanctuaries, National Parks and Game Reserves, Forest laws
- Management of Haors and Baors of Bangladesh: Tangua Haor
- Management of Natural disaster in Bangladesh and environmental perspective.

Suggested Readings:

1. Barrow, I.C.J Environmental Management and Development, Rutledge: London
2. Adams, W, M (2001) Green Development, Rutledge: London
3. Redelift, M and Benton, T (eds.) (1994) Social Theory and the Environment, Rutledge: London

**MPA
in
Procurement and Supply Chain Management**

**Bangladesh Institute of Governance and
Management (BIGM)
(Affiliated to the University of Dhaka)**

Program Rationale

The study of Procurement and Supply Chain Management is important as it is a key function of any organization whether it is public or private. In an era of globalization, management in purchasing and supply is gaining momentum both in private as well as in public sector. Moreover, with growing focus and dispute on governance issues, the job of purchasing and supply needs capacity building in acquiring and implementing international standard in procurement practices. Remembering the context BIGM designed a post graduate (MPA) programme in Procurement and Supply Chain Management.

The main purpose of the Masters (MPA) Programme in “Procurement and Supply Chain Management” is sensitizing and building up the competence of officials of public sector, NGO as well as officials and executives from the private sector on procurement and Supply Management issues. This programme is expected to increase their understanding of procurement issues and sharpen their decision- making abilities. The programme is aimed to provide advanced knowledge and understanding of international as well as local procurement issues experienced by officials/executives to come to appropriate decisions.

The “MPA in Procurement and Supply Chain Management” is planned for public sector officials, NGO officials and executives from the private sector practicing or interested on the issues relating to procurement.

The courses will be taught by the Institute faculty members and adjunct faculty from other academic institution, and specialist in purchasing and Supply Chain Management.

Programme Objectives

Objectives of the MPA in Procurement and Supply Chain Management programme are:

- MPA in Procurement and Supply Chain Management is offered to help students to acquire update knowledge and skills required to persue effectivbe careers in Procurement in public, private and non-profit organisation.
- Enhance the institutional Procurement and Supply Chain Management Knowledge in public, private aaaand non-profit sector.
- Increase the leadership capabilities and management knowledge of trhe students so that they can take strategical as well as tactical issues of any organisation through increasing efficiency and efficacy of any organisation.

Intake

As it is a inter-disciplinary program, students will be accepted with a bachelor’s degree in Business Studies, Social Science, Natural Science, and Engineering from a recognized university.

The students will be drawn from:

- Career civil servants with adequate academic background;
- Executives in NGOs, civil society organizations, development agencies, and private sector;
- In exceptional cases candidates who do not have any work experience but have excellent academic degrees in economics, management, business administration, public administration, law, sociology, engineering, and other related disciplines will be considered for admission;
- Qualified officers of State-Owned Enterprises; and
- Qualified officers from banking and other financial institutions.

Program Contents

MPA Procurement and Supply Chain Management is a post-graduate program of 48 credits to be completed in 4 full semesters in 18 calendar months. It consists of 4 preparatory courses (12 credits, 3 credits each), 8 required Core Courses (24 credits, 3 credits each), 3 Elective Courses (9 credits, 3 credits each), and a term paper (3 credits). Students will be required to take preparatory courses on Communicative English, Research Methodology, Fundamentals of Management, and Fundamentals of Economics. Students will have to take four preparatory courses in first semester, four core courses in each second and third semester, and three elective courses and a term paper in the fourth semester. Each course would be of 3 credit hours with 45 credit hours of academic sessions having one and a half hour duration.

In addition to preparatory and core subjects, the program will offer a range of elective courses so that students can pursue their studies in accordance with their academic interests and career objectives.

Preparatory Courses (3 credit hours each)

- FM P401: Communicative English
- FM P402: Fundamentals of Management
- FM P403: Fundamentals of Economics
- FM P404: Business Research Methodology

Core Courses (3 credit hours each)

- PSM C 501 Context of Procurement and Supply
- PSM C 502 Programme and project Management
- PSM C 503 Business needs in Procurement and Supply
- PSM 504 Negotiation and Contracts in Supply Chain Management
- PSM C505 Managing Risk in Procurement and Supply
- PSM C506 Leadership in Procurement and Supply.
- PSM C507 Operation Management
- PSM C509 Sustainability in Supply Chains
- PSM C510 Public Procurement, PPA-2006, PPr-2008 and e-GP

Elective Courses (3 Credit hours each)

- PSM E505 Management in Procurement and Supply
- PSM E501: Managing Contracts and Relationship in Procurement and Supply
- PSM E502: Sustainability in Supply Chains
- PSM E503: Corporate and Business Strategy
- PSM E504: Strategic Supply Chain Management
- PSM E505: Improving Competitiveness in Supply Chains
- PSM E 510: Transportation and Logistics Management

Term Paper (3 credits)

In term paper a student is required to address a research question and collect, collate and analyze data and write around 50page paper. The students will have to present and defend their term papers in front of the examiners.

Structure of the Program

The structure of the program is as follows

Course Type	No of Courses	Credits
Preparatory courses	4	12
Required Core courses	8	24
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Term paper	1	3
Total		48

Faculty

Qualified faculty from civil service (retired and in-service), public universities / partner institutions from home and abroad and full-time faculty of the BIGM would teach the course modules. Team-teaching would be used for multi-disciplinary courses requiring both theoretical analysis and practical experience.

Facilities

The program would be held at the BIGM's own campus at Agargoan, Dhaka.

Semester and Class Schedules

There will be three regular semesters – fall, spring and summer– each having 15 working weeks. Classes will be held from Saturday through Monday. The duration of a class is usually for 90 minutes. Usual class-load on Saturday is 4 and 2 on weekdays in the afternoon/evening. Course related seminars / workshops / debates would also be arranged.

Commencement of the Program

The program would commence from January 2022 with a batch of 35 students to be selected competitively from amongst public servants, NGOs, SOE, Banking & other financial institutions and private sectors.

Teaching Methods

The program emphasizes participatory methods of learning including preparation of case studies by the students, field visits and interaction with experts and practitioners. Considering the diversity of the courses, this program provides for a variety of teaching methods like lecture, discussion, panel session, debate, seminar, role-playing, case study, workshop, project/group works and research. The faculty while offering course carefully select the methods appropriate for the course and lesson objectives. As most students would be drawn from active service, emphasis would be given to methods that help students learn, do critical thinking and apply the knowledge in practice.

Course Numbering System

Courses are numbered in two parts: first part with alphabets representing the course classification and second part refers to the level of the course. Preparatory courses could be numbered at 400 levels, Core Courses and Elective Courses at 500 levels. Term Paper would carry 500 levels with 3 credit hours.

Performance Evaluation

The performances of the students will be evaluated throughout the semester by class attendance, class tests, group works, term papers, and assignments including project reports. Similarly, class/participatory performance will also be evaluated. Mid-term examinations and Final Examinations will be held on pre-announced dates. The students will be evaluated on the basis of following structured format:

Class Attendance	Group Work	Individual Assignment	Mid Term Exam.	Final Exam.
10%	10%	10%	20%	50%

(Minimum requirement 80 % attendance in any course/module)

Grading System

Numerical scores earned by students in tests, exams, assignments will be cumulated and turned into letter grades at the end of the semester following way:

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

Academic Standing

Students are expected to maintain a set standard in their academic work. They have to take the requisite number of courses and maintain satisfactory grades. Students are expected to maintain a GPA of 3.0; otherwise, they would be put on probation in the following semester. Students scoring a GPA below 2.5 will be automatically dropped-out.

Course Descriptions

Preparatory courses

PM P01: Communicative English

Course Objectives

The course aims to sharpen and update the skill of writing and speaking English accurately, clearly and concisely.

Course Contents

The course would cover three modules:

1. Review of grammar and style;
2. Applied aspects of English, and
3. Oral communication skill.

Module 1: Review of grammar and style

- Word Choice: Contextual use of Formal and Informal words
- Common Errors in Spoken and Written English
- Three Varieties of Prepositional Errors
- Gender-neutrality in the English language
- Verbosity, Padding, Clichés and Pomposity: Four linguistic diseases
- Sentence Fluency: How to achieve it
- Sentence Variety: Techniques to achieve it

Module no. 2: Applied Aspects of English

- How to write a coherent paragraph and an essay
- Writing Official Letters
- Writing Press Releases
- How to write Business Reports
- Drafting Meeting Minutes
- Writing Aide-Memoirs
- Techniques of Revising, Editing, and Self-editing

Module no. 3: Oral Communication Skills

- Forty-five English sounds for proper pronunciation
- Pronunciation, Articulation, and Intonation
- Achieving Accuracy of Mispronounced Words
- Techniques of Speaking or Oral Presentation
- The art of Active Listening.

Suggested Readings

1. A.J. Thomson, A.V. Martinet, A Practical English Grammar, Oxford University Press
2. D. Thakur, A Handbook of English Grammar and Usage, Bharati Bhawan Publication
3. John Eastwood, Oxford Practice Grammar, Oxford University Press.

PM P402: Fundamentals of Management_(3 credit hours)

Course Objective

The course would introduce basic management concepts, theories and practices to prepare them for taking specialized courses on Project Management.

Course Contents

The course would be organized around classical functions of management – planning, organizing, staffing, leading and controlling. It would focus on contemporary management issues, like globalization, technology, entrepreneurship, ethics, empowerment, diversity, etc. The would cover-

- Introduction to Management
- Environmental Context of Management
- Planning and Decision Making in Management
- Organizing Process of Management
- Leading Process in Management
- Controlling Process of Management, etc.

Suggested Readings:

1. Robbins, [Fundamentals of Management](#) (latest edition), Prentice-Hall
2. Wehrich, H. And Koontz, H., [Management: A Global Perspective](#) (latest edition), McGraw-Hill
3. Griffin, R.W., [Management](#) (latest edition), Houghton Mofflin Co., Boston

PM P403: Fundamentals of Economics (3 Credit)

Course Objective:

The course introduces basic economic concepts, theories and practices to prepare the students for taking specialized courses on Project Management. The course is organized around two broad classifications of economics– microeconomics and macroeconomics. It would focus on economy as a system and its component parts like supply and demand, product and factor markets, consumption, savings and investment, business fluctuations, fiscal and monetary policy, etc.

Course Contents

- Nature and method of economics
- Markets, demand and supply
- Elasticity of demand and supply
- Production and cost
- Market structures, with special focus on perfect competition and monopoly
- Economic efficiency and market failure
- Measurement of national income
- Determination of national income: the aggregate demand and aggregate supply model
- Unemployment
- Inflation
- Government budget and fiscal policy

- Money creation and monetary policy
- Business cycles
- Economic growth
- Theory of comparative advantage
- Free trade versus protection
- Balance of payments and exchange rate policy

Suggested Readings:

1. Begg, D., Fischer, S and Dornbusch, R (2001) Foundation of Economics, McGraw-Hill, London
2. Mankiw, N.G (1997) Principles of Economics, The Dryden Press, New York
3. R.G Lipsey & A Chrystal, An Introduction to Positive Economics (10th edn) Oxford, 2003

PM P404: Research Methodology (3 Credit)

Course Objectives

The objective of the Course is to make the students familiar with the standard research methodology. The course would prepare students for undertaking research for their term paper/ dissertation. It would focus on basic statistical tools used in social science / business research and designing and writing research paper / reports (term paper / dissertation).

Course Contents

The course would cover:

- Basic Statistical Tools and Techniques used in Business Research/Reports;
- Identifying and Defining Research Problems;
- Research Design;
- Sampling Design and Technique;
- Methods of Data Collection;
- Processing, Analyzing and Presentation of Data;
- Hypothesis Testing;
- Data Interpretation and Report Writing;
- Computer Application in Business Research; etc.

Suggested Readings:

1. Cooper, D. and Schindler, P.S., Business Research Method (latest edition), Sage Publication
2. Kothary, C. R. Research Methodology (latest edition), New Age Int. Publication, New Delhi.
3. Gopal K. Kanji, 100 Statistical Tests (latest publication), Sage publication. HRM

Core Courses

PSM CC 501 Context of Procurement and Supply Chain Management

Course Objectives

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

Course Contents

- Categories of expences 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 organisational 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
2. Logistics and Supply Chain Management – Martin Christopher
3. Supply Chain Marics that Matters – Lora M Cecere

PSM C502: Sourcing in Procurement and Supply

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
- Buy-make framework and evaluation of its application in outsourcing decision.
- 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

2. Lean Supply Chain and Logistic Management – Paul A Myerson

3. Total Value Optimization: transforming your global supply chain into a competitive weapon – Steven J Bowen

PSM C503: Business needs in procurement and supply.

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

2. The Goal – Eliyahu M Goldratt

3. The Macjine thta Changed the World – Daniel Roos, Daniel T Jones

PSM C504: Managing Contract and relationships in procurement and supply.

Course Objectives

The course highlights the dynamics of relationship in supply chain. It analyses the legal aspect relating to performance of contract. It explains the main approaches to achieve the management of contract. The topic discussed will cover the main techniques for the management of contract and suppliers.

Course Contents

- Understand the dynamics of relationships in supply chains
- Understand the legal aspects relating to the performance of contracts
- Understand the main approaches to achieve the management of contracts
- Understand the main techniques for the management of contracts and suppliers

Suggested Reading:

1. Purchasing and Supply Chain Management- Kenneth Lyson and Brian Farrinton
2. Procurement Management in the Supply Chain Environment by Zhenying Jiang
3. Principles of Global Supply Chain Management by Yui-yip Lau; Adolf K. Y. Ng; Jorge Acevedo

PSM C505: Negotiating contract in procurement and supply

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
- 2 Essentials of negotiations: by J. Lewicki; David M Saunders and Bruce Barry.
- 3 Guide to supply chain management by Colin Scott, Henriette Lundgren, Paul Thompson

PSM C506: Managing Risk in Supply Chain

Course Objectives

The course analyses the nature of risk affecting Supply Chain. How effective programme 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
2. Supply Chain Risk Management: Vulnerability and Resilience in Logistics

Book by Donald Waters

3. Managing Supply Chain Risk: Integrating with Risk Management

Book by Bret Wagner, Sime Curkovic, and Thomas Scannell

PSM C507 Operation Management

Course Objectives

The course deals with the concept and scope of operation management in supply chain organizations. It designs of operation management in supply chain organizations. It analyses the capacity of planning and control in operation management in supply chain organizations. The topic elaborates the main improvement methodologies that can be applied in operation management.

Course Contents

- i. Operations and Competitiveness: Operations functions, evaluations, globalization, competitiveness and scope; operations strategy.
- ii. Product Design: Product design process; Rapid prototyping and concurrent design: Technology in design; Design quality review; Design for environment: Quality function deployment; Design for robustness.

- iii. Service Design: The service economy: Characteristics of services; Service design process; Tools for service design; Waiting line analysis for service improvement.
- iv. Human Resource: Human resource and quality management; Changing nature of human resource; Employee compensation Job design: Job analysis: Learning curve; Work measurement.
- v. Inventory Management: Meaning and purpose of inventory, Inventory cost and denied; Inventory control system; Single period inventory model: Multipored inventory models; Economic order quantity model; Quantity discount, Reorder points; Safely stocks; Monte Carlo Simulation principles.
- vi. Quality Management: Meaning of quality; Total Quality Management (TQM); Service quality; Manufacturing Quality; The cost of quality, Effect of quality management on productivity, Quality and productivity improvement process; Identifying quality problems and causes; Programs for organizational quality improvement: Quality standards; ISO standards; Process for elimination of defects.
- vii. Statistical Process Control: Variation in process, Six Sigma Quality: Statistical process control procedure, acceptance sampling; Control charts p charts, c charts, mean chart, range chart, Process capacity analysis.
- viii. Capacity and Facility Design: Capacity planning, Facility layouts; Operational decision making tools (facility location models)

Text Books:

1. William Stevenson. Operations Management (11/e). McGraw-Hill/lowin, 2012
2. Roberta S. Russel and Bernard W. Taylor. Operations Management: Creating Value Along the supply Chain (Ile). John Wiley and Sons, Inc., 2011.
3. Operations and Supply Chain Management, Book by F. Robert Jacobs and Richard B. Chase

PSM C 508 Leadership in procurement and supply

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 will be discussed in this course. The course will also deal 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 Organisational Behaviour- Laurie Mullins**
2. **Sourcing Portfolio Analysis, Cox**
3. **Procurement Principles and Management Bailey, Farmer, Crocker, Jones and Jessop**

PSM C 509 Corporate and business strategy

Course Objectives

The course explains the concept of strategy in organization in supply chain. It discusses the main elements of strategy formulation and implementation impacting on supply chain. The course identifies how to implement strategy in supply chain. The topic discusses how to be able to develop a plan for the development of functional strategy. Managing strategic change, managing strategic resources etc. will be taught in this course.

Course Contents

- Business strategy and industry analysis
- Markets, customers and market driven strategies
- Resources, competencies and competitive advantage
- Finding the way forward

Suggested Reading:

- Cameron, Bobby Thomas. (2014). Using responsive evaluation in Strategic Management . Strategic Leadership Review 4 (2), 22-27.
- David Besanko, David Dranove, Scott Schaefer, and Mark Shanley (2012) *Economics of Strategy*, John Wiley & Sons, ISBN 978-1118273630
- Edwards, Janice et al. Mastering Strategic Management- 1st Canadian Edition. BC Open Textbooks, 2014.
- Kemp, Roger L. "Strategic Planning for Local Government: A Handbook for Officials and Citizens," McFarland and Co., Inc., Jefferson, NC, USA, and London, England, UK, 2008 (ISBN 978-0-7864-3873-0)
- Kvint, Vladimir (2009) *The Global Emerging Market: Strategic Management and Economics* Excerpt from Google Books
- Pankaj Ghemawat - Harvard Strategy Professor: Competition and Business Strategy in Historical Perspective *Social Science History Network-Spring 2002*

PSM E503 Sustainability in supply chain

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.
2. Sustainability in Supply Chain Management Casebook: Applications in SCM (Operations Management) 1st Edition by Steven M. Leon (Author)

PSM C510 Public Procurement, PPA-2006, PPr-2008 and e-GP

Course Objectives:

The course Public Procurement under PPA2006, PPR-2008 and e-GP is designed and articulated to sharpen participant's knowledge and skills in doing Tender business efficiently and successfully. Step by step process and procedures will be taught described so that participants can gather knowledge easily and implement the result in the real-life business. This course is planned carefully that participants can be knowledgeable about PPA2006, PPR-2008 and e-GP and supply the right Items to Government smoothly and efficiently in right time.

Explain the main objectives PPA2006, PPR2008 and e-GP in the case of Public Procurement

It aims to provide participants foundational and advanced knowledge on how to tackle, resolve, and participate in tendering business.

To manage myriad complex problems and issues that confront Tenderer / Supplier.

The purpose of the course is to recognize the right and complete process and procedure of Tender Submission and maintain the PPA and PPR

Strengthening the Capacity of the professional involved in Public procurement as they can find out GAP, minimize cost and error thus they can be Tender winner.

Manage conflict and dispute in Tendering business and satisfy the Procuring entity.

Manage Tendering formalities of Items(Goods, Works & Services) under Public Procurement and satisfy the Procuring Entity

Course Contents

- Introduction of Public Procurement
- Explanation of CPTU, Procuring Entity, HOPE,ITT, IFT, TDS, GCC, PCC, PPA, TEC, NOA, Debarment, Review panel etc.
- Review of PPA-2006
- Review of PPR-2008
- Review of eGP(e-Tendering)
- Practical session on Standard Tender Document (National) For Procurement of Goods (Open Tendering Method / Limited Tendering Method)
- Instructions to Tenderers (ITT)
- Tender Data Sheet (TDS)
- General Conditions of Contract (GCC)
- Particular Conditions of Contract (PCC)
- Tender & Contract Forms
- Schedule of Requirements
- Technical Specifications
- Tender Preparation
- Only One Tender
- Issuance, Sale and Language of Tender Documents
- Contents of Tender
- Tender Submission Letter and Price Schedule
- Tender Prices
- Tender Currency
- Documents Establishing Eligibility and Qualification of Tenderer
- Documents Establishing the Conformity of the Goods
- Validity Period of Tender and its Extension
- Tender Security
- Learning Check

Suggested Reading:

The ACT and relevant docs.

Elective Courses

PSM E501: Supply Chain Diligence

Course Objectives:

The course explains the main implications of globalization on supply chain Management. It discusses the main aspect of the corporate and environment and their impact on supply chain. The topic includes main financial aspects affecting supply chain, main performance measure of the supply chain, regulation and standard governing organization, Merger and Acquisition, Benchmarking etc.

Course Contents

- Understand the main implications of globalisation on supply chain management
- Understand the main aspects of the corporate environment and their impact on supply chains
- Understand the main financial aspects that affect supply chains
- Understand the Main Performance Measures of the Supply Chain

Suggested Reading:

1. Supply Chain Management, Strategy, Planning and Operation
By Sunil Chopra and Peter Meindl
2. Multinational Enterprises and the law by Peter. T. Muchlinski
3. Financial Management for Decision Makers. By Peter Atrill

PSM E 502 Programme and Project Management.

Course Objectives:

The course analyses the main aspects of major programmes and projects. It discusses the main contracting issues for major programme and project. Main approaches to the planning of major programme and project are also the important part of this course. It explains the main approaches to the control of major programme and project. Relationship in the supply chain, pricing mechanism, methodologies for planning etc. will also taught in the course.

Course Contents

- Introductory definitions
- Project life cycles
- Net cash-flows and benefit realization
- The relationship between the procurement function and cash-flow management
- Managing the project portfolio
- Organizing industrial and commercial projects
- Organizing internal projects and mixed project programmes
- The programme support office (PSO)
- Project procurement and supply chain organisation
- Partnerships between purchasing agents and technical staff
- Scheduling resources part 1: introduction
- Scheduling resources part 2: summary of the data input process
- Scheduling resources part 3: practical application to multiple projects
- Buying and installing suitable software
- Controlling and correcting work in progress
- Controlling changes to work in progress
- Cost control measures for commercial and industrial projects
- Implementing management change projects to realise the intended benefits
- Concluding summary 41 References and further reading

Suggested reading:

1. Project Management-A managerial Approach by Jack, R. Meredith and Jamuel J. Mantell.
2. The art of project management, **Book by Scott Berkun**
3. Project Management Absolute Beginner's Guide, **Book by Greg Horine**
4. Project Management Lite: Just Enough to Get the Job Done....., **Book by Juana Clark Craig**

FM E503: Wealth Management**Course Objective:**

The focus of this course would be on client wealth management rather than the management of personal investments. The goal is to provide the knowledge needed in preparing for a possible career in wealth management. It would help portfolio managers, financial advisors, private bankers, financial planners, stock brokers, fund managers, investment advisors, and various sales positions in financial services for this career upliftment.

Course Contents

- Overview of Financial System
- Concept of Wealth Management Life Cycle Management
- Measuring Investment Returns in Wealth Management
- Investment Vehicles of Wealth Management
- Managing Investment Risk in Wealth Management
- Laws Legalities in Wealth Management
- Role of Wealth Management in Banking
- Inter generational Wealth Transfer & Tax Planning

Suggested Reading:

- *Butler, Jason (2014). The Financial Times Guide to Wealth Management: How to plan, invest and protect your financial assets. FT Publishing International. ISBN 978-1-292-00469-3.*
- *Harrington, Brooke (2016). Capital Without Borders: Wealth Managers and the One Percent. Cambridge, Massachusetts: Harvard University Press. ISBN 9780674743809. OCLC 944339474.*
- A Wealth of Common Sense: Why Simplicity Trumps Complexity in Any Investment Plan Book by Ben Carlson

PSM E 510: Transportation and Logistics:

Course Objective:

The course is designed to introduce students to the intersections of theory and applications between three related disciplines transportation science, logistics, and economics. It will provide students an understanding of the reasons for people and goods movement and patterns of travel. Students should also obtain an understanding of the techniques and theories of studying traffic flow and transport demand and supply.

The course will cover

- i. Introduction: functions of transport, inter-relations of transport, the vehicles system and traits, transport insurance, ports management, economic cost and trade, geography and technology, social, cultural and recreational dimensions.
- ii. Classification of transport travel and variations over time and space
- iii. Role of transport (land, air and sea) in international business and the impact on economic and cultural values and the environment
- iv. Logistics in international business reliability, maintainability, availability measures, measures of logistics and system support
- v. Logistics process: the systems engineering process, logistics and supportability analysis, logistics in system design and development
- vi. Logistics design: logistics in production or construction phase, logistics in the system utilization, sustaining logistic support, logistic in retirement phases
- vii. Logistic management: logistic program planning, development of work breakdown structure, scheduling of logistics tasks, cost estimating and control, organization for logistics

Text Book and Reference Materials

1. Jean-Paul Rodrigues, Claude Comtism and Brian Slack. The Geography of Transport Systems, Routledge, Abingdon, 2006.
2. Benjamin S. Blanchard, Logistics Engineering and Management, Prentice-Hall of India Private Limited, New Delhi, 6th edition, 2008.
3. David J. Spurning, Introduction to Transport Economics: Demand, Cost, Pricing, and Adoption, Universal Publishers, 2010.

MPA
in
Public and Private Financial Management

Bangladesh Institute of Governance and Management (BIGM)
(Affiliated to the University of Dhaka)

MPA in Public and Private Financial Management

Program Rationale

The study of financial management is important as financial management is emerging as an essential part both in public and private sector. Failure in financial management has been cited to be a major obstacle towards development, specially in developing countries like Bangladesh. Public, private and non-government institutions are facing multiple challenges in their quest for effective, efficient and sustainable financial management. Moreover, financial management continues to change at a rapid pace. Over the years, financial management has grown in importance, as managers struggle to create value within a corporate and institutional setting. The major challenge in the area of financial management has been the dearth of skilled man-power in financial management in public, private and non-government sectors.

There has been growing awareness among the policy makers in Bangladesh about the need for skilled man-power in financial management. In this context, organizations in public, private and non-profit sectors realise the need of skilled financial managers to cope with the financial management challenges.

MPA in Public and Private Financial Management program at the BIGM aims to strengthen institutional financial management by preparing students to assume leadership in dealing with practical financial management problems that are central to achieve economic development. The program is designed to meet the current and expanding national demand for well-trained financial managers for public, private and non-profit organizations.

Program Objectives

- MPA in Public and Private Financial Management at BIGM is offered to help students to acquire the knowledge and skills needed to pursue effective careers in financial management in public, private and non-profit organizations;
- Enhance financial management of projects and programs and thus enhance overall institutional capacity of public, private and non-profit sectors.

Intake

As it is a inter-disciplinary program, students will be accepted with a bachelor's degree in Business Studies, Social Science, Natural Science, and Engineering from a recognized university.

The students will be drawn from:

- Career civil servants with adequate academic background;
- Executives in NGOs, civil society organizations, development agencies, and private sector;
- In exceptional cases candidates who do not have any work experience but have excellent academic degrees in economics, management, business administration, public administration, law, sociology, engineering, and other related disciplines will be considered for admission;
- Qualified officers of State Owned Enterprises; and
- Qualified officers from banking and other financial institutions.

Program Contents

MPA in Public and Private Financial Management is a post-graduate program of 45 credits to be completed in 4 full semesters in 18 calendar months. It consists of 4 preparatory courses (12 credits, 3 credits each), 8 required Core Courses (24 credits, 3 credits each), 2 Elective Courses (6 credits, 3 credits each), and a term paper (3 credits). Students will be required to take preparatory courses on Communicative English, Research Methodology, Fundamentals of Management, and Fundamentals of Economics. Students have to take four preparatory courses in first semester, four core courses in each second and third semester, and three elective courses and a term paper in the fourth semester. Each course would be of 3 credit hours with 45 credit hours of academic sessions having one and a half hours duration.

In addition to preparatory and core subjects, the program offers a range of elective courses so that students can pursue their studies in accordance with their academic interests and career objectives.

Preparatory Courses (3 credit hours each)

- FM P401: Communicative English
- FM P402: Fundamentals of Management
- FM P403: Fundamentals of Economics
- FM P404: Business Research Methodology

Core Courses (3 credit hours each)

- FM C501 Managerial Accounting
- FM C502: Managerial Finance
- PM C503: Corporate Finance
- FM C504: Financial Statement Analysis and Reporting
- FM C505: Investment Analysis and Portfolio Management
- FM C506: Public Financial management
- FM C507: Government Not-for-Profit Accounting
- FM C508: Macro-economic Management

Elective Courses (3 Credit hours each)

FM E501: International Financial Management

FM E502: Venture Capital and Private Equity

FM E503: Wealth Management

FM E504: Commercial Banking

FM E505: Business Law

FM E506: Business Bargaining and Negotiation

FM E507: Public Pensions and Insurance Funds Management

FM E508: Ethical Issues in Business

FM E509: Management of Financial Institutions

Term Paper (3 credits)

In term paper a student is required to address a research question and collect, collate and analyze data and write around 40 page paper. The students have to present and defend their term papers in front of the examiners.

Structure of the Program

The structure of the program is as follows

Course Type	No of Courses	Credits
Preparatory courses	4	12
Required Core courses	8	24
Elective courses	2	6
Term paper	1	3
Total		45

Faculty

Qualified faculty from civil service (retired and in-service), public universities / partner institutions from home and abroad and full-time/adjunct faculty of the BIGM would teach the course modules. Team-teaching would be used for multi-disciplinary courses requiring both theoretical analysis and practical experience.

Facilities

The program would be held at the BIGM's own campus at Agargoan, Dhaka.

Semester and Class Schedules

There will be three regular semesters – fall, spring and summer– each having 15 working weeks. Classes will be held Saturday through Monday. The duration of a class is usually for 90 minutes. Usual class-load on Saturday is 4 and 2 on weekdays in the afternoon/evening. Course related seminars / workshops / debates would also be arranged.

Commencement of the Program

The program would commence from January 2018 with a batch of 35 students to be selected competitively from amongst public servants, NGOs, SOE, Banking & other financial institutions and private sectors.

Teaching Methods

The program emphasizes participatory methods of learning including preparation of case studies by the students, field visits and interaction with experts and practitioners. Considering the diversity of the courses, this program provides for a variety of teaching methods like lecture, discussion, panel session, debate, seminar, role-playing, case study, workshop, project/group works and research. The faculty while offering course carefully select the methods appropriate for the course and lesson objectives. As most students are from active service, emphasis is given to methods that help students learn, do critical thinking and apply the knowledge in practice.

Course Numbering System

Courses are numbered in two parts: first part with alphabets representing the course classification and second part refers to the level of the course. Preparatory courses could be numbered at 400 levels, Core Courses and Elective Courses at 500 levels. Term Paper would carry 500 levels with 3 credit hours.

Performance Evaluation

The performances of the students will be evaluated throughout the semester by class attendance, class tests, group works, term papers, and assignments including project reports. Similarly class/participatory performance will also be evaluated. Mid-term examinations and Final Examinations will be held on pre-announced dates. The students will be evaluated on the basis of following structured format:

Class Attendance and participation	Group Work	Individual Assignment	Mid Term Exam.	Final Exam.
10%	10%	10%	20%	50%

(Minimum requirement 80 % attendance in any course/module)

Grading System

Numerical scores earned by students in tests, exams, assignments are cumulated and turned into letter grades at the end of the semester following way:

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

Academic Standing

Students are expected to maintain a set standard in their academic work. They have to take the requisite number of courses and maintain satisfactory grades. Students are expected to maintain a GPA of 3.0; otherwise they would be put on probation in the following semester. Students scoring a GPA below 2.5 will be atomically dropped-out.

Course Descriptions

Preparatory courses

PM P01: Communicative English

The course aims to sharpen and update the skill of writing and speaking English accurately, clearly and concisely. The course is composed of three modules:

1. Review of grammar and style,
2. Applied aspects of English, and
3. Oral communication skill.

Module 1: Rreview of grammar and style

- Word Choice : Contextual use of Formal and Informal words
- Common Errors in Spoken and Written English
- Three Varieties of Prepositional Errors
- Gender-neutrality in the English language
- Verbosity, Padding, Clichés and Pomposity: Four linguistic diseases
- Sentence Fluency : How to achieve it
- Sentence Variety : Techniques to achieve it

Module no. 2: Applied Aspects of English

- How to write a coherent paragraph and an essay
- Writing Official Letters
- Writing Press Releases
- How to write Business Reports
- Drafting Meeting Minutes
- Writing Aide-Memoirs
- Techniques of Revising, Editing, and Self-editing

Module no. 3: Oral Communication Skills

- Forty-five English sounds for proper pronunciation
- Pronunciation, Articulation, and Intonation
- Achieving Accuracy of Mispronounced Words

- Techniques of Speaking or Oral Presentation
- The art of Active Listening.

Suggested Readings

1. A.J. Thomson, A.V. Martinet, A Practical English Grammar, Oxford University Press
2. D. Thakur, A Handbook of English Grammar and Usage, Bharati Bhawan Publication
3. John Eastwood, Oxford Practice Grammar, Oxford University Press.

PM P402: Fundamentals of Management (3 credit hours)

Course Objective

The course would introduce basic management concepts, theories and practices to prepare them for taking specialized courses on Project Management.

Course Contents

The course would be organized around classical functions of management – planning, organizing, staffing, leading and controlling. It would focus on contemporary management issues, like globalization, technology, entrepreneurship, ethics, empowerment, diversity, etc. The would cover-

1. Introduction to Management
2. Environmental Context of Management
3. Planning and Decision Making in Management
4. Organizing Process of Management
5. Leading Process in Management
6. Controlling Process of Management, etc.

Suggested Readings:

1. Robbins, Fundamentals of Management (latest edition), Prentice-Hall

2. Wehrich, H. And Koontz, H., Management: A Global Perspective (latest edition), McGraw-Hill
3. Griffin, R.W., Management (latest edition), Houghton Mofflin Co., Boston

PM P403: Fundamentals of Economics

Course Objective:

The course introduces basic economic concepts, theories and practices to prepare the students for taking specialized courses on Project Management. The course is organized around two broad classifications of economics– microeconomics and macroeconomics. It would focus on economy as a system and its component parts like supply and demand, product and factor markets, consumption, savings and investment, business fluctuations, fiscal and monetary policy, etc.

Course Contents

- Nature and method of economics
- Markets, demand and supply
- Elasticity of demand and supply
- Production and cost
- Market structures, with special focus on perfect competition and monopoly
- Economic efficiency and market failure
- Measurement of national income
- Determination of national income: the aggregate demand and aggregate supply model
- Unemployment
- Inflation
- Government budget and fiscal policy
- Money creation and monetary policy
- Business cycles
- Economic growth
- Theory of comparative advantage
- Free trade versus protection
- Balance of payments and exchange rate policy

Suggested Readings:

1. Begg, D., Fischer, S and Dornbusch, R (2001) Foundation of Economics, McGraw-Hill, London
2. Mankiw, N.G (1997) Principles of Economics, The Dryden Press, New York
3. R.G Lipsey & A Chrystal, (2003), An Introduction to Positive Economics (10th edn) Oxford

PM P404: Research Methodology

Course Objectives

The objective of the Course is to make the students familiar with the standard research methodology. The course would prepare students for undertaking research for their term paper/ dissertation. It would focus on basic statistical tools used in social science / business research and designing and writing research paper / reports (term paper / dissertation).

Course Contents

The course would cover:

- Basic Statistical Tools and Techniques used in Business Research/Reports;
- Identifying and Defining Research Problems;
- Research Design;
- Sampling Design and Technique;
- Methods of Data Collection;
- Processing, Analyzing and Presentation of Data;
- Hypothesis Testing;
- Data Interpretation and Report Writing;
- Computer Application in Business Research; etc.

Suggested Readings:

1. Cooper, D. and Schindler, P.S., Business Research Method (latest edition), Sage Publication

2. Kothary, C. R. Research Methodology (latest edition), New Age Int. Publication, New Delhi.
3. Gopal K. Kanji, 100 Statistical Tests (latest publication), Sage publication.
HRM

Core Courses

FM C501 Managerial Accounting

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 CostVolume-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.

FM C502: Corporate Finance

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.

FM C503: Managerial Finance

Course Objective:

Managerial Finance is an interdisciplinary approach that borrows from both managerial accounting and corporate finance. The course would focus with the managerial significance of finance techniques, that is on financial assessment rather than financial technique.

Course Contents:

- Goals of the Financial Manager
- Financial Markets and Instruments
- Time Value of Money
- Nature of Financial Risk
- Financial Math and Modeling Skills
- allocation of scarce resources amongst competing business opportunities
- implementation and monitoring of business strategies.

Suggested Readings:

1. Brealey, Myers and Allen 2008 (BMA), Principles of Corporate Finance, 9th Edition, McGraw-Hill.
2. Lawrence J Gitman (1976), Principles of Managerial Finance, Google Books

FM E504: Financial Statement Analysis and Reporting**Course Objective:**

The objective of the course is to improve skills and knowledge of the students in analysing 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.

FM C556: Investment Analysis and Portfolio Management

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

FM C506: Public Financial Management

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.

FM C507 Government and Not-for-Profit Accounting

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.

FM C508: Macro-economic Management

Course Objective:

The purpose of this course is to integrate macroeconomic theory and real world phenomena through a model building approach. Both qualitative and quantitative skills will be used in class along with a strong emphasis on economic causality

Course Contents:

- Modern macroeconomic theory and its application to policy, including the determination of national income, unemployment, and inflation;
- Problems of macroeconomic management;
- Fiscal and monetary policy and their limitations;
- Computer assisted policy simulations and forecasting.

- National and global economic situations and its relevance to corporate world.

Suggested Readings:

1. Dornbusch, Fischer, Startz, Macroeconomics, 11th or 12th Edition, 2011, McGraw-Hill
2. David A. Moss (2007), Concise Guide to Macroeconomics, Google Books

Elective Courses

FM E501: International Financial Management

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.

FM E502: Venture Capital and Private Equity**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

FM E503: Wealth Management

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

FM E504: Commercial Banking

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

FM E505: Business Law

Course Objective:

The 'Business Law', also known as 'Commercial law' or 'Corporate law' is designed to give students the knowledge they need regarding a basis of law while preparing students to make ethical, legally-minded, professional decisions.

Course Contents:

- Court System and Torts
- Criminal Law
- Third Parties, Performance, and Discharge of Contracts, and Remedies
- Formation and Modification of the Sales Contract

- Performance of the Sales Contract and Risk of Loss
- Warranties and Remedies
- Commercial Paper
- Property
- Agency and Employment Law
- Business Organizations and Cyberlaw
- International and Environment al Law
- Business law in Bangladesh

Suggested Readings:

1. Frank B. Cross and Roger LeRoy Miller (2014), The Legal Environment of Business: Text and Cases, Google Books
2. Jeffrey F. Beatty and Susan Samuelson (2004), Business Law and the Legal Environment, Google Books

FM E506: Business Bargaining and Negotiation

Course Objective:

This course would provide theory and experimental learning with a objective of making the students more effective in all types of business bargaining. The aim of the course would be to expose students to the state of the art concepts and techniques of business conflict management through negotiation so that they would be able to apply those techniques to real life situations.

Course Contents:

- Theory and practice of business conflict analysis and management,
- Different techniques of negotiations to resolve business conflicts.
- Class-room simulations of bilateral and multilateral business negotiation.

Suggested Readings:

1. Morton Deutsch (2000), The Handbook of Conflict Resolution: Theory and Practice, Google Books

2. Fredrike Bannink (2010), Handbook of Solution-Focused Conflict Management, Google Books.
3. Lewicki, Roy J., David M. Saunders, and John W. Minton(2000). Essentials of Negotiation. 2nd ed. Irwin,
4. Moore, Christopher W. (1996), The Mediation Process. 2nd ed. Jossey-Bass, Ury,
5. William. *Getting Past No: Negotiating with Difficult People*. Bantam, 1992.

FM C507: Pensions and Insurance Fund Management

Course Objective:

The course would present the theories and practices of pension fund, also known as a superannuation fund, and insurance fund management.

Course Content:

The course would cover the investment of pension and insurance funds to the stock market where large institutional investors dominate.

Suggested Readings:

1. 'Musalem, Alberto R.; Palacio, Robert J.. 2004. Public Pension Fund Management : Governance, Accountability, and Investment Policies. Washington, DC: World Bank.
2. Emmett J. Vaughan , Therese M. Vaughan, Fundamentals of Risk and Insurance 8th Edition, Google Books.

FM C508: Ethical Issues in Financial Management

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

FM C509 Management of Financial Institutions

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.