



COURSE PLAN

# BBA

Professional

Session 2015-2016 (8th Batch) onwards



DEPARTMENT OF BUSINESS ADMINISTRATION (DBA)  
**DHAKA COMMERCE COLLEGE**

Principal Professor Kazi Md. Nurul Islam Faruky, Honorary Professor and Founder of Dhaka Commerce College, is receiving crest and certificate on behalf of the college from the Prime Minister Sheikh Hasina as the best college in the education week 1996.



Principal Professor Kazi Md. Nurul Islam Faruky, Honorary Professor and Founder of Dhaka Commerce College, is receiving crest and certificate on behalf of the college from the Education Minister Dr. M. Osman Faruq for becoming the best college for the second time in the education week 2002.

Principal Professor Kazi Md. Nurul Islam Faruky, Honorary Professor and Founder of Dhaka Commerce College is receiving crest and certificate from the Prime Minister Begum Khaleda Zia as the best college teacher in the education week 1993.



# Bachelor of Business Administration

## Four-Year BBA (Hons.) Professional Program

Major in Management/Accounting/Finance/Marketing  
under National University



Name: .....

Roll No.: BBA ..... Batch: .....

Reg. No.: ..... NU Roll No.: .....

Session:.....



**Director**  
BBA Professional Program  
Department of Business Administration (DBA)  
Dhaka Commerce College

## Preface

In 1989, Professor Kazi Md. Nurul Islam Faruky, a renowned educationist and author, founded Dhaka Commerce College with a view to providing the country with a sound, quality and liberal education. The dream has come true with the continuous endeavor of an efficient Governing Body, a group of devoted teachers, staff, students and their guardians. The institution has created a new horizon in the educational domain in Bangladesh and it has been a model institution through generating potential human resources with values and morality. Consequently, it was recognized as the best college in 1996 and 2002; and its founder achieved the award for the best teacher in 1993 by the Government of Bangladesh.

Bachelor of Business Administration (BBA) program is a prestigious professional course. Its objective is to create corporate iconic executives. To achieve this goal, Dhaka Commerce College introduced BBA program under National University from the session 1997-1998. The program is run by a group of enthusiastic and qualified faculty members and staff under the direction of the Governing Body. The program facilitates its students with state-of-the-art classrooms, seminar library, rich central library, internet connection, computer lab, cafeteria, etc. Though the students of the program have to appear at final examinations under the University, they also have to sit for mid-term examinations, tutorials, class tests, quizzes, and participate in case studies, assignment submission, presentations etc. under the close supervision of faculty members. In addition, we ensure extra-curricular activities for the students through various clubs such as sports club, cultural club, language club, business club, debating club, general knowledge club, study tour club, arts & photography club, drama club, Rotaract club, BNCC, and the like. Through these efforts, the Department of Business Administration (DBA) is trying to be a Centre of Excellence and contribute to creating enlightened citizens for the nation.

Due to the advancement of information technology, rapid changes are taking place in the field of global business. I firmly believe that after completing BBA program from this institution our graduates will be able to face the challenges of globalization. I hope the journey of the students will be enjoyable and they will be able to build a bright career.

I urge the students to go through the course plan to get details about the program.



Dr. Kazi Fayz Ahamed

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# Dhaka Commerce College

Department of Business Administration (DBA)

## BBA Professional Program

### Tenure of the Program Advisor/Director/Course Coordinator/Professor In-charge

Name	Designation	Tenure
Mr. Md. Zakir Hossain	Course Coordinator	01.03.1998 – 01.11.1998
Professor Dr. Shahid Uddin Ahmed	Program Advisor	01.05.1998 – 01.11.1998
Professor Md. Abu Saleh	Program Advisor	02.11.1998 – 31.05.1999
Professor Mian Lutfar Rahman	Director	01.06.1999 – 31.10.2004
Mr. Md. Shafiqul Islam	Prof. In-charge	23.06.2003 – 31.10.2004
Dr. Kazi Fayz Ahamed	Director	13.04.2014 – till to date



# Rules and Regulations of the College for the Administration of BBA (Hons.) Professional Program

## INTRODUCTION

Dhaka Commerce College, a self-financed educational institution, free from politics and smoking, was established in 1989 at King Khaled Institute, Lalmatia, and then shifted to Dhanmondi rented campus. The college was established with a view to producing enlightened and well educated people who would lead the business and industrial sector of the country. The college was shifted from Dhanmondi rental campus to its own campus at Mirpur on 22 January 1995. At the very beginning, the college launched HSC and B. Com. (Pass) Course. Honors and Masters Courses were introduced from 1994-95 session.



At the program of the reception of some renowned scholars, a renowned scholar Prof. Dr. Khondoker Bazlul Hoque, the University of Dhaka is given gold medal by Planning Minister Mr. AHM Mustafa Kamal

Management education is critical of the process of socio-economic development of a developing country like ours. The need for competent managers required to run an organization effectively is increasing day by day throughout the whole world. To mitigate this need, Dhaka Commerce College launched BBA Program in 1997-98 session. In the mean time, the students have achieved outstanding results in Board and University exams. The college received the best college award from the Government in 1996 and in 2002.



At the program of the reception of some renowned scholars and brilliant students on the occasion of Silver Jubilee of the college, Mr. AHM Mustafa Kamal, Planning Minister, is delivering his speech to the audience. On the stage also present; Prof. Dr. Shafiq Ahmed Siddique, Chairman of the Governing Body, Mr. A.F.M. Sarwar Kamal and Prof. Md. Abu Saleh, members of the Governing Body, Prof. Kazi Md. Nurul Islam Faruky, the founder of the college and Prof. Md. Abu Sayeed, the Principal of the college

## OUR IDEOLOGY

Dhaka Commerce College, self-financed and free from politics and smoking, maintains the ideals of education and religion. At first, the students have to acquire knowledge and utilize it in practical life. And this should be their religion because we think that work without knowledge and religion without work is nothing but deception.

## OUR COMMITMENT

We will build you up as a well-educated and self-educated person through discipline, and diligence which will take you to the zenith of success in every sphere of your future life. Our



Drama staged by the BBA students

Careful nursing will establish a strong foundation of your future life. Your present preparation is indispensable for yourself and for the nation in future.

## OUR STRENGTHS

As a leading educational institution of the country, Dhaka Commerce College has the following strengths:

- A model educational institution that is followed by many other institutions and recognized by the Government
- Governing Body is a portfolio of high personalities.
- Highly qualified faculty members holding Ph.D., M.Phil. and MBA degrees
- State-of-the-art classrooms



The faculty and the students of BBA program showing tribute to the martyrs of the Language Movement

- Separate seminar, central library, free internet access and cafeteria
- Extra-curricular activities through various clubs
- Congenial academic atmosphere
- Full time electricity and lift facility

## METHOD OF INSTRUCTION

The Lecture method of teaching will be supplemented by project works, case presentation, group discussions, seminars, business games, role playing and plant visitation. A heavy reliance is placed on project work, case method and other modern techniques that simulate situation in which business operations are carried out. Cases used in the courses relate to actual business problems including those



Principal Prof. Kazi Md. Nurul Islam Faruky, the founder of the college inaugurates Sundarban Tour in 2010

developed by the various prominent business institutes relating to Bangladesh.

Students will be supplied with books and materials which they will be required to read and understand. To develop sound study habits, arrangements are made for supervised reading in the library of the college. Students are required to prepare daily work assignments, participate in class discussions and sit for periodical quizzes and tests. Arrangements will be made to hold lectures and research seminars by prominent business executives or academicians on subjects of current business and research interest.

## THE MEDIUM OF INSTRUCTION IS ENGLISH

### BBA PROFESSIONAL PROGRAM OFFICE

The academic and administrative matters of the students of the program are looked after by the



BBA Students visit to the historical city of Sonargaon



BBA Professional Program office. The services rendered by the office include registration of students, monitoring class, publications of result, processing applications of students for various purposes, record maintenance, counseling students on academic matters etc.

The office is administered by the Director with the assistance of the college administration.

## DISCIPLINE

The congenial atmosphere depends on combined discipline and behaviour of all students, teachers and employees. For this reason all students should abide by the following:

## UNIFORM

All Students should wear the dress and badge determined by the college. Without uniform and after schedule time no student is allowed to enter the college.



Students in BBA uniform

**Male student** : Ash shirt, black pants, black shoes with ribbon and black belt.

**Female student** : Ash kameez, white salwar, white dopatta and black shoes.

**N.B. To enter the college for other purposes every student should put on college uniform.**

## WARNING

Any indecorous activity subversive of students is strictly prohibited while in uniform. Anybody involved in such activity must be turned out of the college on discipline ground.



SAARC Tour of the college: At the front gate of the Taj Mahal, India

## IDENTITY CARD

Every student must carry/wear identity card provided by the college authority. Students have to preserve the identity cards with due caution. In case of having lost the identity card, students will collect it from the office within 3 working days paying an amount of Tk.500/= as fee after filing a diary at the nearest police station. It may be mentioned that guardians will be provided with identity cards to meet the college authority. Anybody without identity card is not considered a guardian at all. Duplicate of the identity card is provided only once after lost.

## LEAVE OF ABSENCE

Maximum five days leave of absence in each semester for a student may be granted under special circumstances for the application of the real/original guardian. However, such leave may not be granted in case of examination.



Audience being enthralled by the music of BBA student



Students of BBA program are enjoying a class

## CODE OF CONDUCT

Identity of a student does not depend only on good results, but also on the observation of overall code of conduct and discipline of the institution, so-

- Every student of the college must be polite, obedient and polished.
- Male students must have their hair cut at least once a month.
- Cosmetic material of female students will be worth of a female student.
- Relationship between the male and female students must be that of brother and sister.
- Relationship between senior and junior students should be that of younger and elder brothers and sisters.

## IN AND OUT OF CLASS

No student can stay in the veranda, field, cafeteria, canteen or library while the classes are



Presentation Program of the students of BBA

taken. Besides, no student can go out of the college during the class-hours and before leave. The students have to depart from the college after leave.

## UNFAIR MEANS

Students are strictly forbidden from adopting unfair means in class assignments, tests, quizzes, examinations and project work.

The following would be considered as adoption of unfair means during examinations and other contexts.

- Communications with fellow students for obtaining help.
- Copying from another student's scripts /report.
- Copying from printed matters, hand written manuscript, Writing from desk or palm of a hand or from other incriminating documents.



Students of BBA visit to the historical 'Panam City'

- Possession of any incriminating document whether used or not.
- Any approach in direct or indirect form to influence teacher concerning tutorial or case assignment.
- Unruly behaviour which disrupts academic program. Adoption of unfair means may result in the dismissal of the student from program and expulsion of the student from the college.



SAARC Tour of the college: In front of Tri Bhubon Intl. Airport, Nepal

## EXPULSIONS/ CANCELLATION OF ADMISSION

Any student will be expelled from the college or admission cancelled without the notice/ warning notice for any of the following causes:

- Absence from college.
- Not to take part in internal examinations.
- To fail in the internal examinations.
- To write something on tables or walls.
- To behave badly with anybody.
- To do or get involved in any activity inimical to law and order.
- To break or fail in complying with law and order.

Even if needed be, the registration in the university may be cancelled. Any recommendation or persuasion about this will be treated as the double crime.

## STUDENTS' WELFARE COUNCIL

The college has no students' council. But there is a students' welfare council under the supervision



Students of BBA program are in the Exam Hall

of teachers for the overall welfare of the students. It functions to conduct all types of co-curricular activities supplementary with education. Aside from this, a welfare organization named 'Bandhan' is working for the help of the poor and bright students.

## STUDENT POLITICS AND SMOKING PROHIBITED

All kinds of political activities and smoking are entirely prohibited at college. The habit of smoking will be considered as a disqualification.

## CLUB AND SOCIETY

There are clubs for general knowledge, debate, Voice of America (VOA) fan, recitation, drama, music, cycling and skating, table tennis, Red Crescent, Rotaract etc. Students flourish their potentiality being the members of these clubs of their own accord. Besides, the B.N.C.C. is functioning as well.



Students of BBA program doing their seminar work

## GENERAL KNOWLEDGE CLUB

General knowledge club has been introduced so that the students can prepare themselves well for the future competitive examinations.

## EXTRA- CURRICULAR ACTIVITIES

Extra-curricular activities like sports, literary and cultural program, publishing monthly, yearly and wall-magazine, conducting seminar and debate on various national and religious days, and

picnic on different spots are arranged for the physical, mental and spiritual development of the students.

## INTER SECTION AND CLASS COMPETITION

With a view to creating competitive mentality, competition on debates, sports, literary and cultural activities and on cleanliness are held among the students on the basis of section and class.

## DEVELOPMENT OF LEADERSHIP

For the flourishing of leadership quality, students are assigned with various activities of the college and best activist or personality is awarded.

## GUARDIAN MEETING

Guardians (only ID card holders) are allowed to meet with the students during class hours only



Students of BBA program are passing their pleasant time playing Table Tennis



Study Tour of the college at Chera Dip in Saint Martin Island



Principal Prof. Md. Abu Sayeed inaugurates 'Hilsha Tour' program of the college in 2015



Dance being performed by the BBA students

with the prior permission of the authority. Such permission is given in case of emergency.

## RECORD FILING

Records of students' personal activities are kept and used to evaluate their results.

## INTERNAL EXAMINATIONS AND PROCEDURE OF EVALUATION

Midterm examinations, tutorials, class tests, quizzes are held regularly with a view to flourishing their talent and for internal evaluation. Besides, students have to participate in case studies, presentations and submit assignment. It is mandatory for the students to take part in the internal examinations. In no way, students are allowed to remain absent from the examinations. Sick-beds are arranged for ailing students for conducting examinations. Admission is cancelled or transfer certificate is given to the students who remain absent from the examination.



BBA students and faculty members with the General Manager inside Asian Textile Mills Ltd.

## STUDY TOUR

Study tours or excursions are arranged to different industrial factories, banks, stock exchange and different places of historical importance in different times of the year.

## VIEWS EXCHANGING MEETING

Views exchanging meetings among students, guardians and teachers are held on a date fixed by college/departmental authority or after the exams. It is a must for the guardians to be present there. Infact an examinee's progress in study or overall development depends on the united efforts of the students, teachers and guardians. In this way the students can make good results.



Guardian meeting after the publication of the result of internal exam

## ARRANGEMENT OF SEATS

Every student is to sit on his/her own seat. It is prohibited to write down anything on tables or walls.

## VISITING PROFESSORS AND GUEST SPEAKERS

Prominent teachers of different Universities and institutes are invited to deliver lectures on specific subject as visiting professors. Moreover, famous businessmen, bankers, social workers are invited as the guest speakers to give the students practical knowledge.

## FEES DEPOSITION

After collecting papers from accounts section of the college, semester tuition fees and other fees should be deposited in the collection centre of Social Islami Bank Ltd. at college premises on fixed date and time. Receipts of paying fees must be shown to the office of the college.



Conducting departmental meeting

## THE FACULTY

The BBA Professional Program has a highly qualified and trained faculty who guide and take responsibility for the standard of education and that is imparted to students at the Department of Business Administration (DBA). The department consists of the following members:

1. Program Director
2. Other full time and part time teachers



**Professor Kazi Md. Nurul Islam Faruky**  
 B. Com. (Hons.), M. Com. (Management)  
 B. C. S. (Education)  
*Honorary Professor and Founder of  
 Dhaka Commerce College*



**Professor Md. Abu Sayeed**  
 B. Com. (Hons.) in Accounting  
 M. Com. in Accounting  
 B. C. S. (Education)  
*Principal*



**Mr. Md. Wali Ullah**  
 B. S. S. (Hons.) in Economics (DU)  
 M. S. S. in Economics (DU)  
 MBA in Finance (Stamford University)  
*Associate Professor*



**Professor Md. Shafiqul Islam**  
 B. Com. (Hons.) in Management  
 M. Com. in Management  
 MBA in Management  
*Vice Principal, Administration (In-charge)*



**Mr. Badiul Alam**  
 B. Com. (Hons.) in Management (DU)  
 M. Com. in Management (DU)  
 MBA in Marketing (Eastern University)  
*Associate Professor*



**Professor Md. Mojahar Jamil**  
 B. Com. (Hons.), M. Com. (Management)  
 B. C. S. (Education)  
*Advisor, Academic*



**Mr. Md. Jahangir Alam Sheikh**  
 B. Com. (Hons.) in Accounting (DU)  
 M. Com. in Accounting (DU)  
 MBA in Finance (BUBT)  
*Associate Professor*



**Dr. Kazi Fayz Ahamed**  
 B. Com. (Hons.) in Management (DU)  
 M. Com. in Management (DU)  
 M. Phil. in Management (DU)  
 Ph. D. in Management (DU)  
 I. T. P. (NBR, GoB)  
*Associate Professor and Director*



**Mr. Mohammad Aminul Islam**  
 B. Com. (Hons.) in Accounting (DU)  
 M. Com. in Accounting (DU)  
 MBA in Accounting (Stamford University)  
*Associate Professor*



**Professor Mohammed Elias**  
 B. Sc. (Hons.) in Statistics (CU)  
 M. Sc. in Statistics (CU)  
 Commonwealth MBA (BOU)  
 PGDCS (BIM)  
*Professor*



**Mr. Md. Moinuddin Ahmed**  
 B. A. (Hons.) in English (DU)  
 M. A. in English (DU)  
 M. A. in ELT (Nottingham Trent University, UK)  
*Associate Professor*



**Mr. Mohammad Akter Hossain**  
 B. Com. (Hons.) in Finance & Banking (DU)  
 M. Com. in Finance (DU)  
 MBA in Finance (Stamford University)  
*Associate Professor*



**Mr. Bishnu Pada Banik**  
 B. Sc. (Hons.) in Statistics (DU)  
 M. Sc. in Statistics (DU)  
 MBA in Marketing (Eastern University)  
 PGDCS (BIM)  
 Master in IT (JU)  
*Associate Professor*



**Mr. Shamim Ahsan**  
 B. A. (Hons.) in English (DU)  
 M. A. in English Literature (DU)  
*Associate Professor*



**Mr. Mohammad Ibrahim Khalil**  
 B. Com. (Hons.) in Finance & Banking (DU)  
 M. Com. in Finance (DU)  
 MBA in Finance (Stamford University)  
*Associate Professor*



**Mr. Md. Shafiqul Islam**  
 B. Com. (Hons.) in Marketing (DU)  
 M. Com. in Marketing (DU)  
 MMS (Osaka University, Japan)  
 M. A. in ELT (Northern University)  
*Associate Professor*



**Dr. A. M. Shawkat Osman**  
 B. Com. (Hons.) in Management (CU)  
 M. Com. in Management (CU)  
 M. Phil. in Management Studies (DU)  
 Ph. D. in Economics (JU)  
*Associate Professor*



**Mr. Md. Shafiqul Islam**  
 B. Sc. (Hons.) in Statistics (DU)  
 M. Sc. in Statistics (DU)  
 Commonwealth Executive MBA (BOU)  
*Associate Professor*



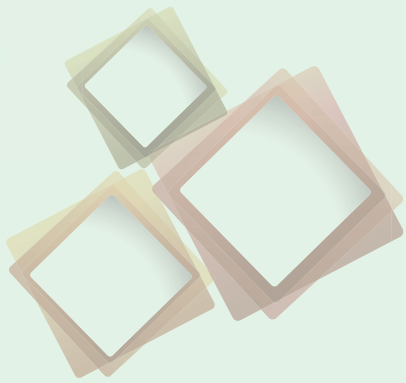
**Mr. Shanjit Saha**  
 B. Com. (Hons.) in Marketing (DU)  
 M. Com. in Marketing (DU)  
 MBA in Marketing (Stamford University)  
*Associate Professor*



**Dr. Md. Miraj Ali Akand**  
 B. Sc. (Hons.) in Mathematics (DU)  
 M. Sc. in Mathematics (DU)  
 M. Phil. in Mathematics (BUET)  
 Ph. D. in Mathematics (JU)  
*Associate Professor*



**Mrs. Shuriya Parvin**  
 B. Sc. (Hons.) in Economics (JU)  
 M. Sc. in Economics (JU)  
 MBA in Finance (Stamford University)  
*Associate Professor*



**Mr. Md. Monsur Rahaman Siddique**  
Office Assistant



**Mr. Md. Harunur Rashid (Biplob)**  
M. L. S. S.

## Students of BBA Professional Program



Students of BBA 6<sup>th</sup> Batch are with the Principal, Vice Principal, Administration (In-charge), Advisor (Academic) and Director of the BBA Program



Students of BBA 7<sup>th</sup> Batch are with the Principal, Vice Principal, Administration (In-charge), Advisor (Academic) and Director of the BBA Program



# Photo Album of BBA Professional Program



Prof. Dr. Md. Moinul Islam, former Chairman of Management Department of the University of Dhaka, currently treasurer of Dhaka International University visiting the Department of Business Administration of the college



Prof. Md. Motiur Rahman, former Vice-principal of the college takes a motivational class among the BBA students



Principal, Advisor (Academic), Director, Faculty and Students in 'Class Ending Celebration Program' of BBA



Celebrating presentation program by the BBA students



'Game & Loser', a short film starring in main character by BBA student Md. Toufiq Mahbub (Borshon) aired by Channel 9 on 20 June 2014



Students are in the Cafeteria in a holiday mood

# Photo Album of BBA Professional Program



The gold medalists, the faculty members of BBA (from left to right) Dr. Kazi Fayz Ahamed, Director of BBA Program, Prof. Mohammed Elias, Mr. Md. Jahangir Alam Sheikh, Mr. Md. Wali Ullah, Mr. Badiul Alam, Dr. Md. Miraj Ali Akand and Dr. A. M. Shawkat Osman, are with the Governing Body Chairman, members, Principal and Vice Principal, Administration (In-charge) of the college on the stage. They are awarded gold medals by the college on the occasion of the Silver Jubilee for their outstanding success in their respective fields.



Six Financial Waiver receivers are with the Principal, Vice Principal, Administration (In-charge), Advisor (Academic) and Director of the BBA Program



BBA Director Dr. Kazi Fayz Ahamed along with Prof. Dr. Mamun Ahmed, former General Secretary of Dhaka University Teachers' Association, Mr. Hasan Ahmed Chowdhury Kiron, Chairman of Debate for Democracy and others in a scholarship giving program



Prize money being provided to Sohel Mia for scoring highest SGPA from college by the founder of HR Foundation-Mr. Md. Jahangir Alam Sheikh



BBA Student Md. Sajjad Hosain posing with other winners won Silver medal in Fencing game in Bijoy Dibosh Cup Championship 2014 organized by Bangladesh Fencing Association



Audience of Financial Waiver and Get-Together Program



# NATIONAL UNIVERSITY

## Rules for Four-year BBA Program

### Effective from Session: 2004-2005 onwards

#### A. INTRODUCTION

National University pursues a policy of continuous updating and improving the new four-year course curricula for Bachelor of Business Administration (BBA). This is to take into account the modern developments in different disciplines of study, especially in the field of business where things move too fast. Detailed Syllabus for all the courses has been framed keeping in view the objectives of National University in this regard. Business Administration being a major discipline has to be considered in a special way as it has got a professional backing and a large employer group needing the services of its graduates. The following rules are the outcome of continuous effort on the part of an expert group renowned in the field of business education in Bangladesh. Continuous improvements and appropriate timely changes are natural in the process of development to follow in future.

#### B. ADMISSION

Students will be admitted in the first year, first semester of BBA in approved colleges as per policy of the National University through a centrally administered admission procedure. Detailed procedure of admission, qualifications for admission and allocation of seats etc, will be set by the National University.

#### C. THE PROGRAM

BBA Program will be a four-year program, where teaching and examination of allocated courses for a specific semester would be finished within six months. Student will automatically be transferred to the next semester after examination pending the result. The basic structure of the Four-year BBA program will be as follows:

##### First Year /First Semester

Course No.	Course Title	Marks	Remarks
1101	Introduction to Business	100	3 Credit
1102	Principles of Accounting	100	3 Credit
1103	Introduction to Computer	100	3 Credit
1104	Business Mathematics	100	3 Credit
1105	English	100	3 Credit

##### First Year /Second Semester

Course No.	Course Title	Marks	Remarks
1201	Business Communication	100	3 Credit
1202	Intermediate Accounting	100	3 Credit
1203	Principles of Management	100	3 Credit
1204	Micro Economics	100	3 Credit
1205	Business Statistics-I	100	3 Credit

### Second Year /Third Semester

Course No.	Course Title	Marks	Remarks
2101	Principles of Finance	100	3 Credit
2102	Principles of Marketing	100	3 Credit
2103	Organizational Behaviour	100	3 Credit
2104	Macro Economics	100	3 Credit
2105	Business Statistics-II	100	3 Credit

### Second Year /Fourth Semester

Course No.	Course Title	Marks	Remarks
2201	Insurance and Risk Management	100	3 Credit
2202	Cost Accounting	100	3 Credit
2203	Computer Programming	100	3 Credit
2204	Commercial Law	100	3 Credit
2205	Theory and Practice of Banking	100	3 Credit

### Third Year /Fifth Semester

Course No.	Course Title	Marks	Remarks
3101	Business and Society	100	3 Credit
3102	Auditing	100	3 Credit
3103	Taxation in Bangladesh	100	3 Credit
3104	Industrial Law	100	3 Credit
3105	Bangladesh Studies	100	3 Credit

### Third Year /Sixth Semester

Course No.	Course Title	Marks	Remarks
3201	Financial Management	100	3 Credit
3202	Entrepreneurship Development	100	3 Credit
3203	International Business	100	3 Credit
3204	Marketing Management	100	3 Credit
3205	Production Management	100	3 Credit

**Fourth Year /Seventh Semester**

Course No.	Course Title	Marks	Remarks
4101	Human Resource Management	100	3 Credit
4102	Management Accounting	100	3 Credit
4103	Project Management	100	3 Credit
4104	Strategic Management	100	3 Credit
4105	Management Information Systems	100	3 Credit

**Fourth Year /Eighth Semester: ACCOUNTING MAJOR**

Course No.	Course Title	Marks	Remarks
4261	Accounting Theory	100	3 Credit
4262	Financial Statement Analysis	100	3 Credit
4263	Specialized Accounting	100	3 Credit
4264	Corporate Reporting and Disclosure	100	3 Credit
4265	Viva and Project Paper Defense	100	3 Credit

**Fourth Year /Eighth Semester: MANAGEMENT MAJOR**

Course No.	Course Title	Marks	Remarks
4251	Management Thought	100	3 Credit
4252	Industrial Relations and Conflict Management	100	3 Credit
4253	Comparative Management	100	3 Credit
4254	Industrial Psychology	100	3 Credit
4255	Viva and Project Paper Defense	100	3 Credit

**Fourth Year /Eighth Semester: FINANCE MAJOR**

Course No.	Course Title	Marks	Remarks
4241	Financial Analysis	100	3 Credit
4242	Security Analysis and portfolio Management	100	3 Credit
4243	Financial Markets and Institutions	100	3 Credit
4244	Public Finance	100	3 Credit
4245	Viva and Project Paper Defense	100	3 Credit

### Fourth Year /Eighth Semester: **MARKETING MAJOR**

Course No.	Course Title	Marks	Remarks
4231	Consumer Behaviour	100	3 Credit
4232	Marketing Research	100	3 Credit
4233	Marketing Promotion	100	3 Credit
4234	Brand Management	100	3 Credit
4235	Viva and Project Paper Defense	100	3 Credit

### Fourth Year /Eighth Semester: **INFORMATION SYSTEMS MAJOR**

Course No.	Course Title	Marks	Remarks
4281	E-Commerce Strategies in Business	100	3 Credit
4282	Information Systems	100	3 Credit
4283	Systems Analysis and Design	100	3 Credit
4284	Programming Techniques for Business	100	3 Credit
4285	Viva and Project Paper Defense	100	3 Credit

### Salient Features of the Program

1. There are thirty-nine lecture courses each having 3 credit hour weight, including one on English and one on Bangladesh Studies. English and Bangladesh Studies are compulsory courses for all students of undergraduate programs of the National University.
2. There is one non-lecture course i.e., Viva and Project Paper Defense that has an equal weight of a lecture course, to be taken in the eight semester of BBA program. The students are allowed 3 months, after their final examination, to complete and submit their project paper.
3. The Eighth semester will determine the Major or specialization of a BBA student where he/she will have four options, out of which he/she must select one.

Each course (except Viva and Project Paper Defense) requiring class lectures will be completed with a minimum class lecture of 45 per semester (3 lectures per week), each semester being of six months duration. Each semester will consist of about 21 weeks in which 17 weeks will be kept for class lectures, 1 week for pre-examination break and 3 week for examination. The duration of class lectures should not be less than 50 minutes. Teacher assigned for a particular course should plan the lectures accordingly keeping in view the course content to match the available working days excluding holidays and other off days.

### D. CLASS ATTENDANCE

Every student of BBA Program must attend at least 85% of class lectures to qualify for sitting in the semester final examinations. Students having less than 85% attendance but more than 60% can be allowed to sit in examinations as non-collegiate students. Rules applicable for non-collegiate students will be applied on them.

### E. PROMOTION, AWARD OF DEGREE, IMPROVEMENT AND DROP-OUT

Result of a BBA student will be determined on the basis of Grade Point in a 4-point scale along with Letter Grade. However, to determine the Letter Grade/Grade Point the following range of marks will be considered:

Marks Range	Letter Grade	Grade Point
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 (Fail)	0.00

For promotion, results for two semesters in a year tabulated together will be considered for year to year basis promotion. For getting promotion from one year to the next year, the student must appear in the final examinations, at least partially, so that he/she earns a GPA of 1.5 in the first year and then on GPA of 2.0 for second and third year (combined for two semesters in each year). In case of calculating GPA for promotion purposes improvement marks in that relevant year will not be considered. In case he/she fails (F Grade) in any or more course(s), he/she will have to appear in the final examination of that/those course(s) in subsequent semesters (two chances will be given to convert F Grade into any countable grade). Where a student remains absent in any of the examinations which is countable towards GPA calculation, each absent will be deemed to have earned Zero marks (Grade Point 0.0) for him/her and the credit for relevant course be deemed to have been taken. In any case, a student will not be allowed to sit for further regular examinations when his status is confirmed as not having earned the requisite pass number. In such a case he/she will have to seek for re-admission and continue with the next available batch as usual. A student can pre-empt his/her not getting promotion and seek for readmission well in advance to re-start with the next batch. In this process he must pass in all the lecture courses within a maximum period of six academic years.

A student of BBA eligible for appearing in improvements in the fourth year courses will also not be allowed to cross the statutory period of six years in the process. If he/she crosses statutory period of six year, he/she loses his/her chance to improve the grades. For Viva and Project Paper Defense only, an additional time for a maximum period of six months may be allowed. No improvement examination will be allowed for Viva and Project Paper Defense. If he/she fails to qualify for the degree within six consecutive academic years and an additional period of six months for Viva and Project Paper Defense, being a regular student, he/she will automatically be dropped from the program. A regular student can get himself re-admitted for a maximum of two times. In such cases too he/she also must earn the degree within a maximum period of six consecutive academic years with an additional time of six months for Viva and Project Paper Defense. Rules for non-collegiate students to be determined and applied separately by the National University.

Award of the Degree of BBA will be dependent upon a student performing as follows:

Total credits obtained	Performance in the courses	Time taken	Cumulative grade point average	Degree to be awarded
120 Credits	No F grade in any course	Maximum 6 years to complete the lecture courses and an additional six months to complete Viva and Project Paper Defense	Minimum 2.0 in a 4.0 scale	BBA (Major in Accounting, or Management, or Finance, or Marketing)



A student earning D or more can opt for appearing in the Improvement Examination (except for Viva and Project Paper Defense) with next immediate available batch only, but only once for one course. In that case the earlier grade (and also the relevant marks, if any) earned in the course will be deleted. All mid term and assignment marks will remain unchanged in case of a student appearing in any improvement examination (i.e., improvement will depend only on the course final examination). In case of re-admitted students, the marks obtained earlier in the same semester courses only will be deleted from his/her record. However, a student will be usually readmitted in First, Third, Fifth, or Seventh semester only. In both the cases of retaking a course for failure or for improvement, a student must apply in specific form to the Controller of Examinations through the Head of the Department and through the Principal within 15 days of the publication of the provisional result. Semester results or yearly results (if combined for two semesters) will be considered as provisional.

## F. EXAMINATION RULES

There will be at least two in-course examinations and one home assignment to be conducted by the course teacher for his/her course and marks along with grade be submitted to the Head of the Department for compilation and subsequent submission to the Controller of Examinations of the National University. Only semester final examinations will be conducted by the National University on six monthly basis for each semester. The routine for final examination be spread in such a way that those sitting for improvements and retakes should not coincide. Two examiners will evaluate the final examination scripts and a third examiner be appointed should the difference of marks awarded exceed 20%.

Each lecture course examination will be of three hours. Viva-voce will be taken at the end of 4th year for 50 marks and the rest 50 marks for the project report. Two individual marks will be added together and the total will be considered to grade the full course. Two examiners will examine the Project report (one internal/supervisor and a second examiner/external). The examination committee as per normal convention of National University will conduct viva.

All lecture courses bearing 100 marks will be examined and marks awarded as follows:

	Duration	Marks	Examined by
First Mid Term	1 hour exam	15	Course Teacher
Second Mid Term	1 hour exam	15	Course Teacher
Final Examination	3 hour exam	70	Two Examiners
Total		100	

## G. EVALUATION

There will be an examination committee for each year of the BBA program. Two examiners will evaluate the final examination scripts independently, requiring the appointment of a third examiner where the difference of marks awarded is more than 20%. Appointment of examination committee chairman/members and the examiners will be made from a panel of examiners consisting of college and university teachers of the country. A teacher may be restricted to act as an examiner or in any other capacity in the examination related works of the National University even if he/she is in the panel, if he/she is so barred by the University for specific reason(s). The third examiner for a course will be from the panel other than a member of the examination committee or a tabulator, provided further that he/she was not an examiner of this course. A same examiner except third examination cannot examine two papers of the same year. Examination works should be distributed as widely and as evenly as possible and a teacher should not be given unusual load. At least two tabulators should tabulate the results and in doing so they are to round up marks to the advantage of a student i.e., any fraction being the next number.



Computation of Grade Point Average will be made on the basis of following illustration:

$$GPA = \frac{(Credit \times Grade \text{ Point})}{Total \text{ Credits}}$$

**Example:**

### FIRST SEMESTER

Course No.	No. of Credits	Grade Awarded	Corresponding Grade Point	Points Secured
	Col. 1	Col. 2	Col. 3	Col. 4=(Col.1 X Col.3)
1101	3	A+	4.00	12.00
1102	3	A	3.75	11.25
1103	3	A-	3.50	10.50
1104	3	B+	3.25	9.75
1105	3	B	3.00	9.00
TOTAL	15			52.50

EARNED CREDIT (EC) = 3+3+3+3+3 = 15

$$GPA = \frac{52.50}{15} = 3.50$$

### SECOND SEMESTER

Course No.	No. of Credits	Grade Awarded	Corresponding Grade Point	Points Secured
	Col. 1	Col. 2	Col. 3	Col. 4=(Col.1 X Col.3)
1201	3	B	3.00	9.00
1202	3	D	2.00	6.00
1203	3	F	0	0
1204	3	B	3.00	9.00
1205	3	D	2.00	6.00
TOTAL	15			30.00

EARNED CREDIT (EC) = 3+3+3+3+3=15

$$CGPA = \frac{30}{15} = 2.00$$

**Cumulative up to date**

Total Credit	15+15	30
Total Grade Point Secured	52.50+30	82.50
CGPA	82.50/30	2.75
EARNED CREDIT (EC)	15+12	27

**H. DISCIPLINARY MEASURES**

Any student adopting unfair means will be treated as per the rules of National University in this regard.

**I. APPLICATION, MODIFICATION AND ADMINISTRATION OF THE RULES**

National University will from time to time change, modify, insert, amend, and administer the existing rules for BBA Four-year program. The National University will, also make any further detailing of the rules, explanations, clarifications etc., given herein as and when required.



# Course Plan for Each Semester for BBA (Hons.) Professional Program

**1st Week - 6th Week: Class Lectures and Class Test, Quizzes, Assignment & Presentation**

**7th Week: 1st Midterm Exams**

**8th Week - 13th Week: Class Lectures and Class Test, Quizzes, Assignment & Presentation**

**14th Week: 2nd Midterm Exams**

**15th Week - 17th Week: Revision Classes**

**18th Week: Pre-examination Break**

**19th Week - 21st Week: Final Examination Taken by National University**



## DETAILED SYLLABUS

### First Year /First Semester

#### 1101 • INTRODUCTION TO BUSINESS

##### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Business Concepts:** Meaning of Business—Basic Elements of Business - Basic Features of Business - Branches and their place in the Economy of Bangladesh- Business Environment - Business Size - Location of Business - Efficiency of Business Enterprises - Social Responsibility of Business and its Implication.
- 2. Business Organizations:** Forms of Business ownership in Bangladesh - Relative position of each form of ownership: sole proprietorship, partnership, joint-stock company, Co-operatives and state ownership-Considerations in the choice of specific form of ownership.
- 3. Development of Joint-Stock Companies in Bangladesh:** Phases of development -Types - Domain of operations of each type - Formation of Memorandum of Association and Article of Association, Prospectus - Rights and obligations of shareholders, directors, and government - Liquidation of a company.
- 4. State Enterprises:** Historical background - Fields of state enterprises - Importance- Successes and Failures- Proposals for improvement.

##### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Co-operative Societies in Bangladesh:** Their development - Types (industrial, commercial, and service sector societies) - The role of each type - Formation - Problems and approaches to solve problems.
- 6. Institutions for Promotion of Business:** Support services of government institutions - Chamber of Commerce and Industry – Trade Associations – The Dhaka Stock Exchange- Chittagong Stock Exchange – Board of Investment- Privatization Board- Export Promotion Bureau- Bangladesh Small and Cottage Industries Corporation – Shilpa Bank – Shilpa Rin Sanghstha- Export Processing Zone.
- 7. Trade Practices in Bangladesh:** Commercial policy - Import procedure - Export procedure - Formalities - Problems and measures to overcome the problems - Documents used in trade - LC, Shipping Documents - Commercial Advice.

##### Syllabus for Second Midterm Exam

Whole Syllabus

##### Recommended Books

1. John M Ivancevich and Steven J Skinner, *Business for the 21st Century*, Irwin
2. *A guide to Opportunity - Investment guide of Bangladesh*, Board of Investment, Bangladesh.

#### 1102 • PRINCIPLES OF ACCOUNTING

##### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** What is Accounting? Building Blocks of Accounting- Ethics, Assumptions, Equations, Transaction Analysis, Financial Statements.
- 2. Recording Process:** The Accounts, Steps in the Recording Process, Journal, Ledger, Trial Balance.
- 3. Adjustment Process:** Timing Issues, Basics of Adjusting Entries, Adjusted Trial Balance and Financial Statements, Alternative Treatment of Prepaid Expenses and Unearned Revenues.
- 4. Completion of Accounting Cycle:** Using a Work sheet, Closing the Books, Reversing Entries and Correcting Entries, Classified Balance Sheet.

##### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Accounting for Merchandising Operations:** Merchandising Operations, Recording Purchases of Merchandise, Recording Sales of Merchandise, Completing Accounting Cycle, Forms of Financial Statements - Multiple and Single Step Income Statement - Classified Balance Sheet, Work Sheet of a Merchandiser.
- 6. Inventories:** Inventory Basics, Periodic Inventory System, Inventory Costing Under a Periodic Inventory System, LCM, Inventory Errors, Statement Presentation and Analysis, LIFO, FIFO, Average cost Method.
- 7. Accounting Information Systems:** Basic Concepts of Accounting Information Systems, Subsidiary Ledgers, Special Journals.

**8. Internal Control and Cash:** Internal Control, Cash Control, Use of a Bank, Reporting Cash.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. J J Weygandt, D E Keiso, and P D Kimmel, **Accounting Principles**, 8th Edition, John Wiley and Sons, Inc.

## 1103 ● INTRODUCTION TO COMPUTER

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Historical Evaluations of Computer:** An Overview of the Computer System-Relationship between system and technology-Components of computer systems-Difference between hardware and software-Major types of software-Operating System Basics and Shapes of Computers Today.
2. **Processing and Representing Data:** Transforming Data into Information, Text codes, conversion of text codes-Binary to decimal and decimal to binary, Logical diagram of CPUs and its components and functions.
3. **Computer Hardware:** Types of Computer hardware, Types of input devices, Standard Methods of Input through keyboard, Types of Output Devices, Monitors and Sound Systems, Selection criteria of Monitors, printers-Types, Functions of Laser Printers and Selection criteria of Printer.
4. **Storage Devices:** Types of Storage Devices, Formatting a Floppy, CDROM and Hard disk, Techniques of reading and writing data on and from floppy disk and reading data from CD Rom, Measuring Drive Performance.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

5. **Networks and Data Communications:** Uses of Networks, Structure of Network, Data Transferring mechanism: Packet, Header, Payloads, Control Elements, Definition of Protocol, Layers of OSI Model, Topologies, networking media and hardware.
6. **Internet and Online Resources:** History of Internet, How internet works, features of internet, accessing internet.
7. **Living with Computers:** Computers and the Individual-Ergonomics, piracy, virus-origin, prevention, hardware and data theft and other ethical issues that affect us all.
8. **Word Processing using MS Word:** creating and saving documents. editing, coping, pasting, spelling and grammar checking, creating and manipulating table, creating header and footer, Creating auto table of index and printing documents.
9. **Spreadsheet using MS Excel:** Creating and saving worksheets, editing, coping, pasting, creating formula, MS Excel functions, linking among sheets, creating header and footer, Creating charts and printing documents.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Peter Norton, **Introduction to Computers**, Fourth Edition, Glencoe/McGraw-Hill.
2. Lutfar Rahman, Alamgir, **Computer Fundamentals**, Systech Publications, Dhaka.
3. **Microsoft Office Professional**, Microsoft Publications.

## 1104 ● BUSINESS MATHEMATICS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Basic Concepts of Number:** Introduction, Prime, Rational and irrational numbers, even and odd numbers, imaginary and complex number.
2. **Indices, Exponents and Logarithmic Functions:** Indices, laws of Indices, positive and fractional indices with operations, logarithmic and natural logarithm.
3. **Theory of Sets:** Definition of set, different types of set, Union, difference, intersection, Cartesian product, Venn diagram, Application to business problems.
4. **Linear and Quadratic functions:** Solution of linear and simultaneous linear equations, Relationship between roots and co-efficient of a quadratic equation, Nature of roots, Solution of quadratic equations, formation of quadratic equation with given roots, Sketching of different linear and non-linear equations.



### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Mathematics of Finance:** Annuities, Sinking fund, discount, simple and compound interest, amortization, calculation of present and future value of annuities.
- 6. Co-ordinate Geometry:** Cartesian co-ordinate system, distance between Points, Straight line, slopes, intercepts, Equation of cost line, business applications.
- 7. Differential Calculus:** Concepts, derivatives and differentiation of non-trigonometric functions - derivative of a function of one variable, power function, sum of functions, product of two functions, quotient of two functions, functions of a function and rate measurement; Successive differentiation; Maxima and Minima; Business Applications.
- 8. Integral Calculus:** Meaning of integration, Rules of integration, Indefinite and definite integration, area determination, Business Applications.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. D.C. Sancheti & V.K.Kapoor, **Business Mathematics**, Sultan Chand and Sons.
2. Gordon D Prichett and John C Saber, **Mathematics with Application in Management & Economics**, Irwin Inc.

## 1105 • ENGLISH

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Reading and understanding:** Students are expected to read passages that they might come across in their everyday life to create understanding about the different uses of language so that they can understand different purposes and types of reading, guess mean of the words in context, understand long sentences, recognize main ideas and supporting ideas, answer comprehension answers, and write summaries.
- 2. Writing:** To write correct sentences, complete sentences and combining sentences; Be able to write situational sentences for posters, notices, slogans, memos, advertisements; Be able to write paragraph, understand structure of a paragraph; topics of a sentence, develop ideas, write conclusions; Explain the types of paragraphs like narrative, descriptive, expository, persuasive; explain the techniques of paragraph development; Newspaper writing like reports and press release; Write Resumes; Write letters both formal and informal; Request letters, job letters, complaint letters, etc; Generate ideas for essay; outlines, introduction, main essay, conclusion.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 3. Grammar:** Word order of Sentences, Framing Questions, Tense, Articles, Subject-Verb, Agreement, Noun-Pronoun Agreement, Verbs, Phrasal Verbs, Conditionals, Prepositions and Prepositional Phrases, Infinitives, Participles, Gerunds, Punctuations.
- 4. Developing Vocabulary:** Use of Dictionary, Suffixes, Prefixes, Synonyms, Antonyms, changing word forms and using them in sentences.
- 5. Translation from Bengali to English**

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. P C Wrin and H Martin, **High School English Grammar and Composition**, Sultan Chand and Company.
2. A J Thomson and A V Martinet, **A Practical English Grammar**, Delhi Oxford University Press.

**1201 ● BUSINESS COMMUNICATION****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction to Communication:** Meaning – Importance – Uses, Factors affecting Communication, Cultural Orientation in Communication.
- 2. Types of Communication:** Written, Oral and Non-verbal Communication.
- 3. Written Communication:** Purpose, Content and Structure.
- 4. Major media of Written Communication:** Letters, Memos, Reports – How to write Good Business letters, Memos, Report Style and Structure – Advantages and Disadvantages of Different Media.
- 5. Oral Communication:** Importance, Use, Preparation, Delivery, Style of Delivery.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 6. Major media of Oral Communication:** Speech, Face-to-face conversation, Interviews, Meetings, Telephonic conversation – Advantages and Disadvantages of Different Media – Dos and Don'ts in Oral Communication.
- 7. Non-verbal Communication:** Symbols, Gestures, Nods, Body Language, etc., Visual Aids in Communication.
- 8. Internal Communication:** Upward Communication, Downward Communication, and Lateral Communication Media used in Internal Communication.
- 9. Effective Meeting:** Preparation, Conduction, Strategy and Follow-up-Agenda and Minutes-Effective versus Ineffective groups. Small Group Communication.
- 10. Business Reports:** Characteristics, Importance and types of report; Structure of reports – Front Matters, Main Body and Back Matters; preparatory steps to Writing Reports – purpose and scope, determining the audience – Collecting data – Organizing materials – Elements of Style – Writing the report – Oral presentation.

**Syllabus for Second Midterm Exam**

Whole Syllabus

**Recommended Books**

- Betty and Kay, **Business Communication System & Application**
- Raymond V. Lesiker, **Basic Business Communication**, McGraw Hills

**1202 ● INTERMEDIATE ACCOUNTING****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Conceptual Framework Underlying Financial Accounting:** Conceptual Framework, Basic Objectives, Fundamental Concepts, Recognition and Measurement Concepts.
- 2. Receivables:** Recognition and Valuation of Accounts Receivables, Recognition and Valuation of Notes Receivables, Disposition of Accounts and Notes Receivables, Presentation and Analysis.
- 3. Acquisition and Disposition of Property, Plant and Equipment:** Acquisition of Property, Plant and Equipments, Valuation, Costs Subsequent to Acquisition, Disposition of Plant Assets.
- 4. Depreciation, Impairments and Disposition:** Depreciation, Impairments, Depletion, Presentation and analysis.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 5. Intangible Assets:** Intangible Assets Issues, Specifically Identifiable Intangibles, Goodwill, Impairment of Intangible Assets, R & D Costs, Presentation of Intangibles and Related costs.
- 6. Current Liabilities and Contingencies:** Liability, Current Liability, Gain Contingencies, Loss Contingencies, Presentation and Analysis.



**7. Revenue Recognition:** Guidelines, Revenue Recognition at Point of Sales, Before Delivery and After Delivery.

**8. Accounting for Leases:** Basics of Leases, Accounting by Lessee and Lessor, Special Accounting Problems.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. D E Keiso and J J Weygandt, *Intermediate Accounting*, John Wiley and sons, Inc.

## 1203 • PRINCIPLES OF MANAGEMENT

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Definition – Functions – Principles of Management – Levels of Management – Skills Required – managerial responsibilities and Roles – Effective and Efficient Management – Balancing Effectiveness and Efficiency.
- 2. Approaches to the Study of Management:** Pre-classical contributors – Classical Viewpoint – Behavioral Viewpoint – Quantitative Viewpoint – Contemporary Viewpoint – Management Theory Jungle.
- 3. Planning:** Design for Tomorrow's Action – Types of Planning – Steps of Planning Process – Forecasting – Planning and Time – Pervasiveness of Planning – Flexibility of Plans – Planning Premises.
- 4. Decision Making:** Decision Making Premise – Approaches to Decision Making – Steps in Decision Making Process – Decision Making under Conditions of Certainty, Risk, and Uncertainty.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Organizing:** Orderly Arrangement of Group Effort – Departmentation – Staffing – Delegation of Authority – Decentralization and Centralization – Organizational Structure – Span of Management – Use of Committee.
- 6. Leading:** Influencing People – Direction – Participation – Motivation – Leadership – Manager and Leader.
- 7. Controlling:** The Steering Function – Steps in the Control Process – Control Methods – Control Tolerance Limit – Link between Planning and Controlling.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Ricky W Griffin, *Management*, Houghton Mifflin Company
2. Heinz Wehrich and Harold Koontz, *Management*, McGraw Hill Inc.

## 1204 • MICRO ECONOMICS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Definition, Microeconomics vs. Macroeconomics, scope of economics, meaning of economic theory, some basic concepts – product, commodity, want, utility, consumption, factors of production.
- 2. Demand:** Law of demand, factors determining demand, shifts in demand, demand functions, deriving demand curves, substitution and income effects, deriving aggregate demands, various concepts of demand elasticity and measurements, discussion on the methods of estimating demand functions and demand forecasting.
- 3. Supply:** Law of supply and supply function, determinants of supply, shifts in supply, elasticity of supply, market equilibrium.
- 4. Economic Theory of Consumer Behavior:** Reasons for Consumption, Principles of Diminishing Marginal Utility, Indifference Curves, Budget Constraint, Utility Maximization and Consumer Equilibrium.
- 5. Consumer Demand:** Changes in Budget Constraints, Price Consumption Curve, Income Consumption Curve, Consumer Demand, Market Demand, Engel Curve.



## Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 6. Production:** Production functions, total, average and marginal products, law of diminishing marginal physical products, production isoquants, marginal rate of technical substitution (MRTS), optimal combination of inputs, expansion path, returns to scale, estimation of production function and efficiency criterion.
- 7. Cost:** Concepts of cost, short-run costs, relation between short-run costs and production, long-run costs, economies and diseconomies of scale, relation between short-run and long-run costs, cost function and estimation of cost function.
- 8. Markets and Revenue:** Meaning of market, different forms of market, concepts of total, average and marginal revenue, relation between average revenue and marginal revenue curves, relation between different revenues and elasticity's of demand, equilibrium of the firm.
- 9. Price and Output:** Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly, profit maximization, price discrimination, plant shut down decision, barriers to entry.

## Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Paul A Samuelson and Willaim D Naurdhus, "**Economics**". McGraw Hill Book Co., New York, (USA).
2. Farguson and Gould, **Micro Economics**
3. K.K. Dewett, **Modern Economic Theory**, S. Lac Charitable Trust, New Delhi.

## 1205 ● Business Statistics – I

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Definition, nature and Scope of Statistics, Functions & Limitation, Use of Statistics in business.
- 2. Collection, Procession and Presentation of Business Data:** Collection of primary and secondary data, classification, types of classification, frequency distribution, cumulative frequency distribution, diagrammatic and graphical representation of data.
- 3. Measures of Central Tendency:** Mean, Median, Mode, Geometric Mean and Harmonic Mean- their computation and properties.
- 4. Measures of Dispersion:** Absolute and Relative Measures of Dispersion, their computation & properties.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Moments, Skewness and Kurtosis:** Definitions, their computations and uses in business.
- 6. Correlation and Regression:** Concept of correlation and regression, their computation, fitting of regression lines.
- 7. Time series Analysis:** Concepts, Components of time series. The trend, Fitting of trend by least square method and moving average method, uses of time series in business.
- 8. Index Number:** Definition- Problems for construction, Construction of Price, quantity, value and cost of living index numbers, ideal index, tests and uses of index numbers.

## Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Richard I Levin and David S Rubin. **Statistics for Management**, Prentice-Hall India
2. S. P. Gupta & M.P. Gupta, **Business Statistics**, Sultan Chand and Sons.

## Second Year /Third Semester

## 2101 ● PRINCIPLES OF FINANCE

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Definition, Business Finance, Functions of Financial Manager, Goals of the Firm, Social Responsibilities of the Firm.



- 2. Concepts of Risk and Return:** Definition of Risk, Difference between Risk and Uncertainty, Relation between Risk and Return, Measurement of Risk, Total Risk, Portfolio Risk, Corporate Risk, Market Risk, Significance of Risk in the field of Financial Environment.
- 3. Time Value of Money and Its Application:** Time value definition, present value, future value, concept of annuity, compounding, effective rate of return.
- 4. Short Term Financing:** Spontaneous Sources of Short-term Financing, Trade Credit, Accruals, Negotiated Short-term Financing, Short Term Bank Loans, Open Market Loans, Secured Loans, Other Sources of Short Term Financing.
- 5. Common and Preferred Stock Financing:** Market for Common Stock, decision to go public, decision to list, procedures for selling new common stock, advantages and disadvantages of common stock financing, preferred stock financing, investment banking process.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 6. Bonds and Convertible securities:** Bonds, Types of Long Term Debt, Important Bond Features, Bond Refunding, Junk Bonds, Advantages and Disadvantages of Financing with Debt, Convertible Securities, Conversion Terms, Valuation of convertibles, Bond Ratings, Provisions in Bond indenture.
- 7. Lease Financing:** Types of leases, tax effects, financial statement effects, evaluation by the lessee, evaluation by the lessor, other issues in lease analysis.
- 8. Concept of Cost of Capital and Valuation of Securities:** Capital components and costs, cost of debt, cost of preferred stock, cost of common equity, cost of retained earning, WACC, general valuation model, bond valuation, preferred stock valuation, common stock valuation.
- 9. Introduction to Capital Budgeting:** Concept of capital budgeting, capital budgeting decision rules, Evaluation of the decision rules, comparison of NPV and IRR methods, comparison of the NPV and PI methods, multiple IRR.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Charles P Jones, *Introduction to Financial Management*, Homewood
2. Stanley B Block and Geoffrey A Hirt, *Principles of Finance*, Richard D Irwin
3. Bringham and Gapenski, *Principles of Finance*, The Dryden Press

## 2102 • PRINCIPLES OF MARKETING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Foundations of Marketing:** Definition of Marketing-Scope of Marketing-Modern Functions of Marketing-Core Concepts of Marketing-Marketing System and Goals-Market-Market and Marketing Mix-Marketing Process.
- 2. Marketing Environment:** The Micro and Macro Marketing Environment-Environmental Factors affecting Consumer decision-Making Process.
- 3. Consumer Markets and Consumer Buying Behavior:** Definition of Consumer Market and Consumer Buying Behavior-Models of Consumer Behavior-Factors affecting Consumer Behavior-Cultural, Social and Psychological Factors-The Buying Decision Process-The Buyer's Decision Process for new Products/Services.
- 4. Market Segmentation:** Levels of Market Segmentation-Bases and causes of Segmenting-Consumer and Business Market-Requirements of Effective Segmentation-Evaluating Market Segments-Selecting Market Segments.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Product and Service Classification:** Define Product-Classification of Product-Individual Product Decision-Product Attributes-Branding-Packaging-Labeling-Product Decisions-Product Line and Product Mix Decisions-Product Life Cycle-Nature and Characteristics of Service, marketing Strategies for Service Firms.
- 6. Pricing the Products:** General Pricing Approaches-Factors affecting Pricing Decisions-Product Line Pricing Strategies-Product Mix Pricing Strategies-Price adjustment Strategies.
- 7. Distributing the Products:** Nature of Distribution Channel-Channel Design Decisions-Channel Management Decisions-Channel Behavior and Organizations.

- 8. Marketing Promotion and Communications:** Steps in Developing effective Communication-Tools of Marketing Promotion-Advertising-Personnel Selling-Sales Promotion-Publicity and Public Relation-Factors in Setting the Marketing Communication Mix.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. Philip Kotler and Gary Armstrong, *Principles of Marketing*, (9th Edition). Printice Hall

## 2103 • ORGANIZATIONAL BEHAVIOUR

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction:** What is Organizational Behavior? Contributing disciplines to the Organizational Behavior field, Challenges and Opportunities for Organizational Behaviour.
2. **Foundation of Individual Behaviour:** Ability-Learning-Values-Attitudes-Job Satisfaction-Personality-Perception.
3. **Motivation:** From Concept to Application-Recognition Programs-Involvement Programs-Variable Pay Programs.
4. **Foundation of Group Behavior:** Classifying Groups-Stages of Group Development-Group Structure.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

5. **Understanding Work Team:** Types of Teams-Creating Effective Teams.
6. **Leadership:** Theories of Leadership-Power and Politics.
7. **Inter-group Behaviour:** Conflict types and process of Negotiation.
8. **Organizational Culture:** Meaning and Characteristics.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. S P Robbins, *Organizational Behavior*, Prentice-Hall
2. Keith Davis, *Human Behavior at Work*, McGraw-Hill

## 2104 • MACRO ECONOMICS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction:** Meaning of Macroeconomics, Macroeconomic Transactions, Macroeconomic Markets – Commodity Market, Labor Market, Money Market. Bond Market, Foreign Exchange Market, Walras Law, macroeconomic Issues and Tradeoffs – Gross Domestic Product, Unemployment, Inflation, Foreign Debt, Exchange Rates, Interest Rates, Government Budget Deficit, Macroeconomics Policies – Fiscal Policy, Monetary Policy.
2. **Concepts and Measurement of Macroeconomic Aggregates:** Circular flow of Income and Expenditure, Measurement of Macroeconomic Aggregates, Price Index, Real versus Nominal GDP/GNP and GNP Deflator.
3. **Theory of Income Determination (Fixed Price):** Autarky Economy without Government, variable Consumption, Multiplier, Autarky Economy with Government.
4. **Money, Interest and Income:** Investment and Interest Rate, Equilibrium in the Commodity Market – IS Curve, Interest Rate and Money, Equilibrium in the Money Market – LM Curve, LM Curve and the velocity of Money.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

5. **Commodity and Money Market Interactions:** Commodity and Money Market Interactions, Monetary Policy, Interest Rate and Output, Effectiveness of Monetary Policy, Effectiveness of Fiscal Policy, Targets and Policy Mix.



**6. Price Level and Aggregate Demand:** Slope of the AD Curve, Position of AD Curve.

**7. Aggregate Supply:** Aggregate Supply (AS) – Classical Model, Aggregate Supply (AS) – Imperfect foresight Models, Perfectly elastic Aggregate Supply (AS).

**8. Consumption and Investment.**

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Paul A Samuelson, *Macroeconomic*, McGraw Hill, India
2. Rudiger Dornbush, Stanley Fischer and Richard Stratz, *Macroeconomic*, McGraw-Hill, Irwin, Singapore
3. M.C. Vaish. *Macro Economics*, Allied Publishers Pvt. Limited.

## 2105 • BUSINESS STATISTICS – II

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Probability:** Meaning of Probability, Experiment, Events – Simple and Compound, Sample Space, Probability of Events, Event Relations, Independent and Dependent Events, Probability Laws, Bayes Theorem.
- 2. Random Variable:** Random Variable, Discrete Random variable, Continuous random variable, Probability Distribution of Discrete Random variable, Mathematical Expectations and variance of a discrete random variable.
- 3. Discrete Probability Distributions:** Binomial Probability Distribution and Poisson Probability Distribution.
- 4. Continuous Probability Distribution:** Normal Distribution tabulated Area of the Normal Distribution, Normal Approximation to the Binomial Distribution.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Sampling and Sampling Distribution:** Sampling, Statistics and Parameters, types of Sampling, Sampling Distributions, Central Limit Theorem, Sampling Distribution of the sample mean and proportion, sampling distribution of the difference between two sample means and proportion.
- 6. Large Sample Estimation:** Point and Interval Estimation, reliability of Point and Interval Estimation, Point and Interval Estimation of a population mean and difference between two means, point and interval estimation of a binomial proportion and difference between two proportions.
- 7. Large Sample Tests of Hypotheses:** Basic terminology, type I and II errors, one tail and two tailed tests, testing hypotheses about population mean and proportion, testing hypotheses about difference between two population means and proportions, use of p-values.
- 8. Small Sample:** Students' t distribution, small sample inference about population mean and the difference between two means, paired difference tests, inferences about population variance (Chi-Square Test), comparing two population variances (F-distribution).

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Richard I Levin and David S Rubin, *Statistics for Management*, Prentice – Hall.
2. S.P. Gupta & M.P. Gupta, *Business Statistics*, Sultan Chand and Sons.

## Second Year /Fourth Semester

## 2201 • INSURANCE AND RISK MANAGEMENT

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Insurance:** The scope of insurance, origin, history and development of Insurance, nature and functions of insurance.

2. **Risk:** Types of risk, insurable risk, identification and management of risk.

3. **Different insurance policies:** Life, fire, marine, liability.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

4. **Principles of Insurance:** Insurable interest, Indemnity, Subrogation, Contribution, Utmost Good Faith, Proximate cause.

5. **Reinsurance**

6. **Insurance Market**

7. **Insurance Pricing**

8. **Insurance Practices in Bangladesh**

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Williams, **Risk and Insurance**, McGraw Hill, India.
2. Azizul Huq Chaudhri, **Elements of Insurance**

## 2202 • COST ACCOUNTING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Nature of Cost Accounting:** Meaning, Objects, Importance and Advantages of Cost Accounting, Essentials of a Cost Accounting System, Relationship between Cost Accounting and Financial Accounting, Methods of Costing, Limitations of Cost Accounting.
2. **Cost Concepts:** Cost Terms - Expense - Classification of Cost - Preparation of Cost Sheet.
3. **Materials:** Direct and Indirect Materials, Procurements of Materials, Storage of Materials, Materials Record, Methods of Valuing Material Issues, Planning Material Requirements, Stock Levels, EOQ, Safety Stock, Materials Control, ABC Plan, VED Analysis, Stock Valuation, Stock Verification and adjustment.
4. **Labour:** Labour Cost Control, Recording of Time, Methods of Remuneration, Incentive Plans, Wages Calculation, Payments of Wages, Wages Abstract.
5. **Overhead:** Planning and Control of Overhead - Predetermined Factory Overhead - Methods of Determining Allocation Ratios - Applied Factory Overhead - Departmental Allocation of Factory Overheads - Actual Factory Overhead - Over and Under Applied Factory Overhead - Analysis of Variance - Administrative, Selling and Distribution Overhead - Applied and Actual Overhead - Accounting for Overheads - Departmental Rate - Plant-wise Rate.
6. **Job and Batch Costing:** Nature and Procedure of Job and Batch Costing - Determination of Economic Batch Quantity.
7. **Contract Costing:** Nature and Procedure - Contract Account - Notional Profit - Determination of Profits and Losses on Incomplete Contracts.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

8. **Process Costing:** Nature and Application - Physical Flow - Loss, Spoilage, Defective, Scrap - Equivalent Production Unit.
9. **Standard Costing:** Concepts - Objectives - Setting of Standards, Analysis of Material and - Labour Variances and Overhead variances, Significance of Variances.
10. **Cost Accounting Records:** Non Integral Accounting System, Journal Entries, Cost Accounting ledger and Control Accounts, Integral Accounting System, Advantages, Disadvantages, Journal Entries and Ledger Accounts.
11. **Reconciliation of Cost Accounting Profit and Financial Accounting Profit:** Reasons for Variations, Treatment of Items, Need for Reconciliation, Reconciliation Statement, Memorandum Reconciliation Account.
12. **Operational Costing:** Basic Principles, condition Necessary for its Success, Accounting Records, Transport Costing, Staff Canteen Costing, Hotel Costing, Powerhouse costing, Hospital Costing.

### Syllabus for Second Midterm Exam

Whole Syllabus



## Recommended Books

1. Polimememi, **Cost Accounting**, The World Press Private Ltd.
2. Matz and Usry, **Cost Accounting**, The World Press Private Ltd.

## 2203 • COMPUTER PROGRAMMING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Evaluation of Programming:** History and evolution of computer languages and different types of program.
2. **Fundamental Concepts of Computer Programming and terminologies:** Algorithms and its notations, Flow charts, Functions, Constants, Variables and data type, Expressions, Selection Statements, Arrays,

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

2. **Fundamental Concepts of Computer Programming and terminologies** (Remaining): Records and Pointers, General Sub Procedures, Lists, Stacks; Queues and Recursion, Loop Structures, Trees, Sorting and Searching and Data files.
3. **Designing and creating a Relational database with MS Access 2000 or above:** Tables -Attributes, Keys, Indexes, Relationships; Queries - Select, Insert, Delete, Append, Parameter, Wizards; Forms - Wizards, Controls, Sub forms; Reports - Wizards, Custom Macros - Actions, Conditions, Functions; Code Behind Forms and Expressions.

### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. Seymour Lipschutz, **Data Structure**, Schaum's outline Series, McGrawHill. Virginia.
2. Andersen, Peter Norton, **Guide to Access 2000 Programming**, Sams Publishing.
3. Lisa Friedrichsen, **Microsoft Access 2002 - Illustrated Complete, Course Technology, 2002.**
4. Lab Software: **Microsoft Access 2000 or above version.**

## 2204 • COMMERCIAL LAW

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Law of Contract:** Definition of a Contract – Essentials Elements of a Contract – Offer –Acceptance – Consideration- – Void and Voidable Agreements – Capacity of Parties – Free Consent – Legality of Object and Consideration – Contingent Contract - Performance of Contracts – Termination and Discharge of Contracts – Indemnity & Guarantee - Bailment and Pledge.
2. **Law of Relating to Negotiable Instruments:** Definition – Acceptance and Negotiation –Rights and Liabilities of Parties – Dishonour of Negotiable Instruments.
3. **Laws Related to Sales of Goods:** Definitions, Transfer of Ownership, Performance of the Contract of Sales.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

4. **The Company Act 1994:** Definition, Characteristics, Types, Memorandum – Contents and Clauses, Alteration, Ultra Vires; Article of Association – Purpose, Content, Alteration; Formation of Company – Steps, Procedure of registration and Incorporation, Certification of Incorporation, Promoters; Prospectus: Contents, Misrepresentation, Omission, Statement in lieu of .Prospectus; Directors – Appointment, Qualification, Powers and Duties, Removal, Vacation of Office, Remuneration, Managing Director; Meetings – Statutory Meetings, Statutory Report, Annual Meeting, Extraordinary General Meeting, Resolutions, Minutes of Proceeding; Winding Up – Winding up by the Court, Voluntary Winding Up, Winding Up subject to the Supervision of the Court, Appointment of Official Liquidators.
5. **Partnership Act:** Nature of Partnership, Rights and Liabilities of Partners and Dissolution of Firms.

### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. Sen, A.K. and Mitra, J.K., *Commercial Law including Company Law and Industrial Law*, The World Press Private Limited, Calcutta
2. *The Companies Act, 1994*

## 2205 • THEORY AND PRACTICES OF BANKING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Banker – Customer Relationship.**
2. **Banker as agent;** trustee; executor and administrator.
3. **Negotiable Instrument Act;** Payments and Collections of promissory notes, bills and cheques.
4. **Investment in securities;** Loans and Advances.
5. **Loans and advances;** Cash credit; overdrafts; Different forms of loans with and without collateral, securities and guarantees. Securities and conditions for acceptable securities.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

6. **Lending Policy:** Sound Lending Policy, Factors to be considered at the time of Sanctioning Loans, which type of Loan will be considered as good loan and which type of loan will be considered as bad loan, Areas for using bank's Funds.
7. **Payment Instruments:** Details about different types of payment instruments, cheques, bankdrafts, payorders.
8. **Crossing of cheques:** Significance of crossing, importance and application of crossing, types of crossing, cancellation of crossing.
9. **Banking Company Act, Money Laundering Act, Artho-Rin Adalat Act.**

### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. A R Khan, *Fundamentals of Banking*, S S Publications
2. M L Tanan, *Banking Law and Practice*
3. Mentioned Acts

## Third Year /Fifth Semester

## 3101 • BUSINESS AND SOCIETY

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **The Interface of Business and Society:** Business in a Social World, Argument for and Against Social Responsibilities for Business, Social Power and Social Responsibility, A Pluralistic Society, Business role and Social Issues, Managerial Role and Social Issues, Technology and Social Changes.
2. **Business Ideology:** The Development of Business as a Social Institution, Heritage of Business Ideology, Business Values and Codes of Conduct.
3. **Business and Its Publics:** Business Interface with Government, Issues of Government Regulation and Influence, Ownership Claims and Business, Business Employees and Organized Labour, The Individual and Business.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

4. **Business and the Community:** Business Involvement in Community Activities, Business and the Urban Community, Business, Minorities and Less Advantaged Persons, Interface between Business and Higher Education, Business Involvement with Cultural Affairs and Communication Media, Ecology and Business Responsibility, Controlling Pollution.



5. **Business in an International World:** Social Response of Multinational Business, Business Encouragement of International Development, Looking toward to the Future.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. Keith Devis and Robert L Blomstrom, **Business and Society: Environment and Responsibility.**

## 3102 • AUDITING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Auditing and the Public Accounting Profession:** Definition of Audit, Types of Auditors, Attest and Non-Attest Services, AICPA, ICAB.
2. **Financial Statements Audit and Auditors' Responsibilities:** Accounting and Auditing, Need for Financial Statement Audit, Economic Benefits of an Audit, Limitations of Financial Statement Audit, Independent Auditor Relationships- Management, Board, Audit Committee, Internal Auditor, and Shareholders- SAS, GAAS, Auditors' Report, Auditors' Responsibilities and Expectation Gap, Narrowing the Expectation Gap, Errors and Irregularities, Reporting Doubts as to an Entity's Ability to Continue as a Going Concern.
3. **Professional Ethics:** General Ethics, Professional Ethics, AICPA Code of Professional Conduct, Principles, Rules- Independence, Integrity and Objectivity, Confidential Client Information, Contingent Fees, Acts Discreditable, Advertising and Other Forms of Solicitation, commissions and Referral fees.
4. **Audit Objectives, Evidence and Working Papers:** Managements' Financial Statement Assertions, Specific Audit Objectives, Audit Evidence, Audit Procedures, Working Paper.
5. **Accepting the Engagement and Planning the Audit:** Overview of a Financial Statement Audit, Accepting the Engagement, Planning the Audit.
6. **Materiality, Risk and Preliminary Audit Strategies:** Concept of Materiality, Preliminary Judgment, Materiality at financial Statement and Account Balance Level, Audit Risk Components, Relationship Among the Components, Audit Risk at Financial Statement and Account Balance Level, Interrelationships among Materiality, Audit Risk and Audit Evidence, Audit Risk Alerts, Preliminary Audit Strategies.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

7. **Understanding the Internal Control Structure:** Introduction to Internal Control, Components of an Internal Control Structure, Obtaining an understanding of Components of an Internal Control Structure, Documenting the Understanding.
8. **Assessing Control Risk and Test of Control:** Assessing Control Risk, Test of Controls, Additional Considerations.
9. **Detection Risk and Design of Substantive Tests:** Determining detection Risk, Designing Substantive Tests, Developing Audit Programs for Substantive Tests, Special Considerations in Designing Substantive Tests.
10. **Completing the Audit and Post Audit Responsibilities:** Completing field work, Evaluating the findings, Communicating with the Client, Post Audit Responsibilities.
11. **Reporting on Audited Financial Statements:** Standards of Reporting, Auditors' Report, Other Reporting Considerations.
12. **Accounting Profession in Bangladesh:** Bangladesh Chartered Accountants Bye Laws 1973- Certificate of Practice- Admissions- Practice- Fees- Standing Committees- Examination and Training- Cost Audit in Bangladesh- Institute of Cost and Management Accountants of Bangladesh- Objectives of Cost Audit- Advantages and disadvantages of cost audit- Commencement of cost audit- Programming of cost audit- cost audit Report.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. W C Boynton and W G Kell, **Modern Auditing**, John Wiley & Sons, Inc
2. B.N. Tandon, **A Handbook of Practical Auditing**, (latest edition), S. Chand & Co.



## 3103 • TAXATION IN BANGLADESH

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Meaning of Income and Characteristics of Income, Nature and Importance of Income Tax, Income Tax Ordinance 1984, Statutory Definition and Important Concepts.
- 2. Income Tax Authority:** Organization structure, Administrative and Judicial Authorities, Powers, functions, duties and responsibilities of Administrative and Judicial Authorities, Taxes Appellate Tribunal.
- 3. Charge of Income Tax:** Basic Principles, Exceptions, Rate of Tax, Surcharge on Net Wealth, Scope of Total Income, Assessable and Non-assessable Income, Exemptions, Residential Status.
- 4. Computation of Total Income:** Salaries, Perquisites, Provident and other funds, Interest on Securities, Grossing-up, Income from House Property, Agricultural Income, Income from Business or Profession, Share of Income from Partnership Firm, Income of Spouse or Minor Child, Capital Gains, Income from Other Sources, Unexplained Investment as Income, Statutory Deductions from all Heads of Income, Set-off and Carry Forward of Losses.
- 5. Procedure of Assessment:** Filing of Return and Other Statements, Types of Statements, Types of Assessments, Limitations for Assessment, Persons Liable to File a Return.
- 6. Investment Tax Credit and Tax Rebate:** Investment Allowances, Tax Holiday for Specific Industries, Tax Rebate and Exemptions in Special Cases.
- 7. Payment, Refund and Recovery:** Tax Deduction at Source, Advance Tax, Recovery of Tax from Assesse-in-default, Tax Refund.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 8. Assessment of Individuals, Partnerships and Public Limited Companies.**
- 9. Value Addition Tax (VAT):** Important Terms, Taxable Goods and Services, VAT authorities, Determination of VAT, Method and Time for VAT Payment, Turnover Tax and Supplementary Duty, Registration under VAT and VAT Return.
- 10. Customer Act:** Brief Introduction to Customs Act 1969, Statutory Definitions, Customs procedure, Customs Authorities, Prohibited Goods, Goods Dutiable, Exemptions from Customs Duty, Valuation Procedure, Date for Determination of Value and Rate of Duty, Determination of Customs Duty.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Income Tax Ordinance 1984 and Income Tax Rules 1984.
2. Value Added Tax 1991 and Value Added Tax Rules 1991.
3. Customs Act 1969.
4. Finance Ordinances/Acts.

## 3104 • INDUSTRIAL LAW

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Factories Act 1965:** Health, Hygiene, Welfare, Safety, Working hours, Employment of young persons, Leave and Holidays.
- 2. Employment of Labour (Standing Order) Act 1965:** Conditions of employment (Sec 3), Classifications of Workers (Sec 4), Leaves and Holidays (Sec 5), Stoppage of Work (Sec 6), Calculation for period of continuous service (Sec 7), Layoff (Sec 9), Retrenchment, Dismissal and Punishment (Sec 10-18), Termination and Penalties (Sec 19, 28, 29), Provident Fund (Sec 20).



### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

**3. Industrial Relations Ordinance 1969:** Trade Unions and Freedom of Association, Application for Registration, Requirements for Application, Requirements for Registration, Registration, Certification, and Cancellation of Registration, Appeal against Cancellation, Incorporation of Registered Trade Union, Unfair Labour Practices on the part of Employers and Workmen, Collective Bargaining Agent, CBA for Institutions with more than one establishment, Negotiation relating to Industrial Disputes, Conciliator, Arbitration, Strikes and Lock-out.

**4. Payment of Wages Act 1936**

**5. Workmen's Compensation Act 1923.**

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Sen, A.K., and Mitra, J.K., *Commercial Law including Company Law and Industrial Law*, The World Press Private Limited, Calcutta.
2. Ahmed, Iqbal (Ed.), *Basic Labour Laws of Bangladesh*, 2nd Edition.
3. Factories Act.
4. Labour Ordinance.
5. A A Khan, Industrial Law.

## 3105 • BANGLADESH STUDIES

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

**1. Origin of the Name "Bangladesh", the People and Language.**

**2. Geographical Features of Bangladesh.**

**3. Roots of Bangladesh:** Political Development of Bengal, specially of the Eastern Bengal during (a) Ancient Period, (b) Medieval Period (1204-1765), (c) British Rule (1765-1947)

**4. Emergence of Bangladesh:** Cultural, Political and Economic Background – Towards Independence (1970-1971), Liberation War (26 March – 16 December 1971), Role of India, China, USA and USSR.

**5. Constitution of Bangladesh and Major Amendments.**

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

**6. Politics and Governance:** Party system of Bangladesh and its Characteristics – The Executive, The Legislature and Judiciary Branch of the Government- Local Government and Agencies.

**7. Foreign Policy:** Goals, Objectives, SAARC and Bangladesh.

**8. Society and Social Structure:** Culture and Religion, Education.

**9. Tribal People, Insurgency in Chittagong Hill Tracts, Peace Accord (Dec 1977).**

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. A F Salahuddin Ahmed and Bazlul Mobin Chowdhury (edited), *Bangladesh: National Culture and Heritage*, Independent University Publication, 2004
2. Haroun er Rashid, *Geography of Bangladesh*, University Press Limited, 1991
3. Talukdar Moniruzzaman, *Bangladesh Revolution and its Aftermath*.
4. A M A Muhith, *Bangladesh: Emergence of a Nation*.
5. Sayed Anwar Hussain, *Bangladesh: National Scenario, Foreign Policy and SAARC*.

## Third Year /Sixth Semester

## 3201 • FINANCIAL MANAGEMENT

**Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction to Financial Management:** Definition of Financial Management, Goals of the firm, Agency relationship, the efficient market hypothesis, discounted cash flow analysis, the risk-return trade offs.
- 2. Risk and Return:** Probability distribution, total risk analysis, portfolio risk analysis, CAPM, APT, and other models.
- 3. Valuation Concepts and Models:** General valuation model, bond valuation, preferred stock valuation, common stock valuation.
- 4. Cost of Capital:** Capital components and costs, cost of debt, cost of preferred stock, cost of common equity, cost of retained earnings, the CAPM approach, the DCF approach, bond yield plus risk premium approach, comparison of the CAPM, DCF and risk premium method; cost of newly issued common stock, WACC, Other issues in the cost of capital.
- 5. Overview of Capital Budgeting and Risk Analysis in Capital Budgeting:** Capital budgeting decision rules, comparison of NPV and IRR, risk adjustment, introduction to risk assessment, techniques for measuring corporate risk, market risk, relationship among firm beta, asset beta, and capital structure, techniques of measuring beta risk, portfolio effect within firm, problems with project risk assessment, incorporating project risk in the capital budgeting decisions.
- 6. Working Capital Policy and Financing:** Working capital terminology, the requirement for external working capital financing, the working capital cash flow cycle, working capital investment and financing policies, advantages and disadvantages of short-term credit, sources of short term financing, accruals, accounts payables or trade credit, short- term loans, commercial paper, secured short-term loans, accounts receivable financing, inventory financing.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 7. Capital Structure Theory:** Early theories of capital structure, the MM model, Miller model, Financial distress and agency costs, review of the tradeoff model.
- 8. Dividend Policy:** Dividend policy theories, dividend policy issues, dividend policy in practice, summary of factors that influences the dividend policy.
- 9. Mergers and Corporate Restructuring:** A Perspective on Corporate Restructuring, Forms of Business Combination, Mergers, Merger Mechanics, Payment Methods, Tax Considerations, Reasons for Business Combination, Evaluation Proposed Business Combinations by the Seller and the Buyers, Are Mergers Profitable? Corporate takeover Fights.
- 10. Cash and Marketable Securities Management:** Cash management, the cash budget, setting the target cash balance, cash management techniques, matching the cost and benefits of cash management, marketable securities management.
- 11. Receivable Management and Credit Policy:** Receivable management, credit policy, setting the credit period and standards, setting the collection policy, cash discount, other factors influencing credit policy.

**Syllabus for Second Midterm Exam**

Whole Syllabus

**Recommended Books**

1. Charles P Jones, *Introduction to Financial Management*.
2. Brigham and Gapenski, *Intermediate Financial Management*.
3. Ross and Westerfield, *Corporate Finance*.

**3202 • ENTREPRENEURIAL DEVELOPMENT****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Entrepreneur:** Evolution of the Concept of Entrepreneur, Characteristics of an Entrepreneur, Function of an Entrepreneur, Types of Entrepreneur.
- 2. Entrepreneurship:** Concept of Entrepreneurship, Growth of Entrepreneurship in Bangladesh, Role of Entrepreneurship in Economic Development.
- 3. Factors Affecting Entrepreneurial Growth:** Environment for Entrepreneurship, Environmental Factors, Economic Factors, Non-Economic Factors, Government Actions.
- 4. Entrepreneurial Motivation:** Motivational Theories, Motivating Factors, Achievement Motivation.
- 5. Entrepreneurial Competencies:** Meaning of Entrepreneurial Competence or Trait, Major Entrepreneurial Competencies. Developing Competencies.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 6. Entrepreneurial Mobility:** Factors Influencing Mobility, Occupational Mobility, Location Mobility.
- 7. Small Enterprises:** Characteristics, Rationale, Scope, Opportunities for an Entrepreneurial Career, Role of Small Enterprises in Economic Development.
- 8. Project Identification and Selection:** Meaning of Project, Project Identification, Project Selection, Formulation of a Project Report, Concept of Project Appraisal, Methods of Project Appraisal, Business Plan.
- 9. Finance of Enterprises:** Financial Planning, Sources of Finance, Capital Structure.
- 10. Institutional Support to Entrepreneurs of Bangladesh:** Need for Institutional Support, Financial Institutions of government and Non-Government of Bangladesh, Supply and Demand side Analysis of Support and Assistance of Bangladesh, Government Policy and Programs for Small Scale Enterprises.

**Syllabus for Second Midterm Exam**

Whole Syllabus

**Recommended Books**

1. S S Khanka, *Entrepreneurial Development*, S Chand and Company Ltd.
2. Hisrich and Petter, *Entrepreneurship*, Tata McGraw Hill

**3203 • INTERNATIONAL BUSINESS****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction:** Definition, Characteristics, Scope, Importance in the World Economy, Trend with special reference to Bangladesh.
- 2. International Trade Theory:** Overview of Trade Theory, Source of International Trade, Absolute Advantages, Comparative Advantages, Economic Gains, Heckscher-Ohlin Theory.
- 3. Protectionism and Free Trade:** Arguments for and against Protectionism, Economics of Protectionism, Instruments of Protectionism, Multilateral Trade Negotiation, Removing barriers to Free Trade.
- 4. Foreign Exchange Rate:** Nature and Importance of Foreign Exchange Rate, Equilibrium Exchange Rates, Determinants of Foreign Exchange Rates, Nominal and Exchange Rates, Appreciation and depreciation of Currencies.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 5. Balance of Payment:** Concept of Balance of Payments and Balance of Trade, Adjustment Mechanism of Balance of Payments, Disequilibrium, Causes of Disequilibrium, Removal of Disequilibrium.
- 6. Issues of International Trade:** The Bretton Woods System, The International Monetary Fund (IMF), The World Bank (WB), World Trade Organization (WTO).

**7. Bangladesh and International Trade:** Bangladesh's position in the Developing Countries, Trade intensity and terms of trade of Bangladesh with the SAARC countries, Quota free Export Market, Trends and Composition of export and import of Bangladesh.

**8. Institutions Assisting International Trade of Bangladesh:** Export Promotion Bureau (EPB), Export Processing Zone (EPZ), Trading Corporation of Bangladesh (TCB), Bangladesh Standard and Testing Institution (BSTI).

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. Charles W L Hills, *International Business*, McGraw Hill.

## 3204 • MARKETING MANAGEMENT

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Understanding Marketing Management:** Define Marketing Management, Importance of Marketing Management, Core Marketing Management Concepts, Scope of Marketing Management, Demand Management, Marketing Management Philosophies, The Marketing Management Process.
- 2. Managing Marketing Information and Measuring Market Demand:** Define Marketing Information System, Marketing Intelligence and Research System, Marketing Decision Support System, An Overview of Forecasting and Demand Measurement.
- 3. Market Targeting and Market Positioning:** Define Market Targeting and Positioning, Importance and Evaluation of Market Segments for Market Targeting, Tools for Competitive Differentiation, Developing target Positioning Strategies, Communicating the company's Positioning, Consumer Value, SWOT Analysis for the Positioning Strategies.
- 4. Competitive Strategies:** Identifying Competitors, Market Leader Strategies, Market Challenger Strategies, Market Follower Strategies, Market Nicher Strategies.
- 5. Managing Product Lifecycle Strategies:** Product Lifecycle, Marketing Strategies throughout the Product Life Cycle, Stages in Market Evolution and Analysis.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 6. Developing New Products:** Define New Product, Stages of New Product Development, Managing New Products Development Process, Strategies for New Product Development, The Customer-Adoption Process.
- 7. Managing Product, Service and Brand:** Dynamics of Attribute Competition, Product Hierarchy, Product Mix Decisions, Product Line Decisions, Brand Decisions, Categories of Services, Characteristics of Service and their Marketing Implications, Marketing Strategies for Service Firms, Managing Product Support Services.
- 8. Designing Pricing Strategies:** Setting the Price, New Product Pricing Strategies, Adapting the Pricing, Initiating and Responding to the Price Changes.
- 9. Managing Marketing Channels:** Channel Functions and Flows, Channel Levels, Channel in the Service Sector, Channel Design Decisions, Channel Management Decisions, Channel Dynamics, Channel Cooperation, Conflict and Competition, Managing Retailing, Wholesaling and Market Logistics.
- 10. Managing Direct and On-Line Marketing:** Benefits of Direct Marketing, Major Channels for Direct Marketing, Advantages and Disadvantages of On-Line Marketing, Challenges of Electronic Commerce.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. Philip Kotler, *Marketing Management*, Prentice-Hall Inc.

**3205 • PRODUCTION AND OPERATIONS MANAGEMENT****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction to Operations Management:** Meaning of Process; Meaning of Operations Management; Differences and Similarities of Manufacturing and Services; Trends in Operations Management; Operations Management across the Organization.
- 2. Operations Strategy:** Corporate Strategy; Market Analysis; Competitive Priorities; Service Strategies; Manufacturing Strategies; Mass Customization.
- 3. Process Management:** Meaning of Process Management; Major Process Decisions Relationship between Decisions in Manufacturing and Services, Job Design Considerations, Economies of Scope, Designing Processes.
- 4. Total Quality Management:** Meaning of Quality; Costs of Poor Quality; Employee Involvement; Continuous Improvement, Improving Quality through TQM, ISO 9000, ISO 1400.
- 5. Capacity Decisions:** Capacity Planning: Systematic Approach to Capacity Decisions- Estimating Capacity Requirements, Identify Gaps, Develop Alternatives, Evaluate Alternatives; Tools of Capacity Planning.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 6. Location Analysis:** Factors Affecting Locations Decisions; Locating a Single Facility, Comparing Several Sites, Applying Load-Distance Method, Using Break-even Analysis.
- 7. Layout Analysis:** Meaning of Layout Planning, Layout Types; Creating Hybrid Layouts; Designing Process Layout, Warehouse Layout, Office Layouts, Designing Product Layout-Line Balancing, Other Considerations.
- 8. Inventory Management:** Inventory Concepts- Pressures for Low Inventories, Pressures for High Inventories, Types of Inventories, Inventory Reduction Tactics, Placement of Manufacturing Inventories, Economic Order Quantity- Calculating EOQ, Non-instantaneous Replacement, Quantity Discounts, One-Period Decisions.
- 9. Aggregate Planning and Scheduling:** Purpose of Aggregate Plans; Managerial Importance of Aggregate Plans; Planning Process, Identifying Alternatives, Preparing an Acceptable Plan; Scheduling in Manufacturing- Gantt Charts, Performance Measures, Job Shop Dispatching, Sequencing Operations for Single And Multi Machines; Scheduling in Service- Scheduling Customer Demand, Scheduling Workforce; Characteristics of Just-In-Time Operations- Pull Method of Material Flow, Small Lot Sizes, Uniform Workstation Loads, Standardized Components and Work Methods, Close Supplier Ties, Flexible Workforce, Line Flows, Kanban System- General Operating Rules, Determining number of Containers, JIT II.

**Syllabus for Second Midterm Exam**

Whole Syllabus

**Recommended Book**

1. Lee J. Krajewski and Larry P. Ritzman, **Operations Management: Strategy and Analysis**, Addison- Wesley Publishing Company.

**Fourth Year /Seventh Semester****4101 • HUMAN RESOURCE MANAGEMENT****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction:** Definition- Nature- Components- Functions- Reasons for Growing Importance of Human Resource Management- Principles- Philosophies- Challenges.
- 2. Organizational Performance:** Factors- Organization Performance Models- Internal and External Environment.
- 3. Human Resource Planning:** Concepts- Purposes- Processes- Description of the Factors of the Process.
- 4. Job Analysis and Work Study:** Concepts- Definition- Terminologies- Importance Information required- Steps- Methods- Writing Job Descriptions and Specifications- Types- Contents- Drafts- Guidelines- Job Analysis in a Jobless World and Reasons thereof- Techniques used to foster change.

- 5. Recruitment and Selection of Human Resources:** Concepts- Factors- Sources and their merits and demerits- Innovative sources of Recruitment- Recruitment Process- Selection Process- Standard Selection Conditions- Reliability and Validity- Concepts- Steps to validate a test- Guidelines to set a test program- sources of unreliability, Interview- Concept- Purpose- Process- Techniques- Administrative Mechanism- Problems of Interviewing- Detection of dishonesty- Techniques to Avoid Interview Mistakes.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 6. Career Transition:** Orientation- Concepts- Reasons- Programs- Problems; Transfer- Concepts- Reasons- Types- Impacts- Promotion- Concepts- Rationale- Types- Basis- Objectives- Devises of Promotion; Demotion- Definition- Reasons- Impact- Techniques; Separation- Layoff- Concepts- Purpose- Problems.
- 7. Skill Training:** Concepts- Steps- Methods- Effectiveness Evaluation- Principles of Learning Theory.
- 8. Performance Evaluation:** Concepts- Importance- Purposes- Process- Methods- Distortion Factors- Overcoming Pitfalls.
- 9. Wage and salary Administration:** Concepts- Goals- Considerations- Process; Job Evaluation- Concept- Steps- Methods- Current Issues.
- 10. Employee Benefits:** Concepts- Process- Goals- Importance- Benefits to Management.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. William B Werther and Keith Davis, *Human Resources and Personnel Management*, Irwin-McGraw Hill Co.
2. Wendell L French, *Human Resources Management*, Houghton Mifflin Company

## 4102 • MANAGEMENT ACCOUNTING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction to Management Accounting:** Concepts of Management Accounting, Role of Management Accounting in Organizations, Relations and Differences between Financial Accounting, Management Accounting and Cost Accounting. Techniques of Management Accounting.
- 2. Cost Behavior:** Concepts Related to Costs, Separation of Fixed Cost and Variable Cost, Elements of a Mixed Cost.
- 3. Costing Methods:** Income Measurement under variable and Absorption Costing, Uses of Variable Costing in Planning, Controlling and Decision Making.
- 4. C-V-P and Break-even Analysis:** Computation of Break-even Point, Construction of Break-even Chart, Techniques used in C-V-P Analysis- Break-even Analysis for Decision Making under changes in fixed cost, volume, price, sales mix and margin of safety.
- 5. Income Measurement under Direct Costing and Absorption Costing:** Uses of Direct Costing in Planning, Controlling and Decision Making.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 6. Budget:** Different types of Budgets and their preparation, Sales Budget, Production Budget, Production Cost Budget, Cash Budget, Master Budget.
- 7. Budgetary Control:** Meaning, Objectives, Essential Conditions, Benefits and Limitations, Difference between Forecasting and Budget.
- 8. Segment Reporting, Profitability Analysis and Decentralization:** Segment Reporting, Level of Segment Statement, Costs and Revenues of Segments, Segment Margin, Customer Profitability Analysis, Responsibility Accounting, Decentralization and Segment Reporting, Cost, Profit and Investment Centers, Rate of Return for Measuring Managerial Performance, controlling the Rate of Return, Residual Income, Divisional Comparison.
- 9. Relevant Information and Decision Making:** Qualitative Characteristics of Accounting Information, Meaning of Relevance, Special Sales Order, Make or Buy, Deletion or Addition of Products in Product Line, Joint Product Cost, Irrelevance of Future Costs.

### Syllabus for Second Midterm Exam

Whole Syllabus



## Recommended Books

1. T. Horngren, G. Foster, and S. M. Datar, *"Introduction To Management Accounting"* (10th edition), Prentice Hall, Inc.
2. Pierre L Titard, *Managerial Accounting*.

### 4103 • PROJECT MANAGEMENT

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction:** Meaning and types of projects- Forces fostering project management- objectives of projects- project development life cycle.
2. **Project Appraisal:** Market Appraisal- information required for market and demand analysis- Demand forecasting, Technical appraisal- material and inputs- machinery and equipment- structures and civil works- work schedules, Financial appraisal- cost of project and means of financing- profitability- assessing tax burden- financial projections. Economic appraisal- measuring cost and benefits- appraisal criteria- social cost benefit analysis.
3. **Project Organization:** Project as part of Organization- Pure Project Organization- Matrix Organization- Mixed Organizational system- Human Factor and Project Team.

#### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

4. **Project Planning:** Project Coordination- Systems Integration, Sorting out the Project- Work Breakdown structure.
5. **Project Scheduling:** Network techniques- PERT and CPM- Gantt Charts- Resource Allocation.
6. **Project Control:** Fundamental purpose of control- Types of Control Processes- Control as Function of Management- Balance in a Control System.
7. **Project Termination:** Varieties of Termination process- when to terminate a project- Final report.

#### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. Jack R Meredith and Samuel J Mantel, *Project Management- A Managerial Approach*, John Wiley and sons.
2. P Chandra, *Projects: Preparation Appraisal Budgeting and Implementing*, Tata-McGraw Hill.

### 4104 • STRATEGIC MANAGEMENT

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction:** Evolution of the Concept of Strategy and Strategic Management- Definitions of Strategic Management- Relationship between Strategy, Strategic Plan, and Strategic Management.
2. **Strategic Management Process:** Establishing an Organization's Mission and Vision- Internal and External Environment Analysis (SWOT Analysis)- Strategy Formulation- Strategy Implementation- Strategy Control.
3. **Establishing Company Direction:** Relationship between Vision, Mission, Goals, and Objectives- Preparing Mission Statements- Establishing Objectives.
4. **Strategic Analysis:** External- Industry and Competitive Analysis. Internal- Evaluating Company Resources and Competitive Capabilities.

#### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

5. **Strategy Formulation:** Different Levels of Strategy- Operational Level- Business Level- Corporate Level- Global Level. Linking Strategies with Ethical and Social Responsibilities.
6. **Strategy Implementation:** Hardware and Software of Strategies- Building the Organization- Strengths and Capabilities- the Framework for Implementing Strategies- the Major Tasks- Implementation Process. Managing the Internal Organization to Promote better Implementation- Linking Budget to Strategy- Creating Strategy supportive Policies and Procedures- Installing Support Systems.
7. **Strategic Control:** Different Tools and techniques of Control.

#### Syllabus for Second Midterm Exam

Whole Syllabus



## Recommended Books

1. Arthur Thomas and A J Stickland, *Strategic Management: Concepts and Cases*, McGraw Hills.
2. Alex Miller, *Strategic Management*, McGraw Hills.

### 4105 • MANAGEMENT INFORMATION SYSTEM

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Foundation Concepts:** Basic information systems concepts and the operations, decision-making, and strategic roles of information systems. Other behavioral, managerial, and technical concepts are presented where appropriate in other chapters.
- 2. Technology:** Major concepts, developments, and managerial implications involved in computer hardware, software, database management, and telecommunications technologies. Other technologies used in computer-based information systems are discussed where appropriate in selected chapters.
- 3. Applications:** How information technology is used in modern information systems to support end user collaboration, enterprise operations, managerial decision-making, and strategic advantage, and artificial intelligence and expert systems.

#### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 4. Development:** Developing information system solutions to business problems using a systems approach to problem solving and application development.
- 5. Management:** The challenges and methods of managing information systems technologies, activities, and resources, including information resource management, global IT management, issues in planning and implementing change with IT, and security and ethical challenges.

#### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. James A O'Brien, *Management Information Systems- Managing IT in the Inter networked Enterprise*, Fourth-edition, McGraw-Hill.
2. Kenneth C Laudon and Jane P Laudon, *Essentials of Management Information Systems*, 5th edition, Prentice Hall.

### Fourth Year /Eighth Semester

#### MAJOR – ACCOUNTING

### ACC-4261 • ACCOUNTING THEORY

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Accounting and its Changing Role, Users of Accounting Information, Users Information Needs, Accounting Theory and its Needs, Research Methodology for the Formulation of Accounting Theory, Nature, Classification and Foundations of Accounting Theory.
- 2. Approaches to the Formulations of Accounting Theory:** Traditional Approaches, New Approaches, Efficient Market Hypothesis, Capital Market Research and relevance of Accounting Information.
- 3. History of Accounting Thought:** Early History, Age of Stagnation, Growth of Accounting Knowledge, development of Accounting Practice and theory in European countries, Basic Accounting Equation, Development of Accounting Practice and Theory in USA, Development of Accounting Principles, Standards versus Principles, GAAP, Alternatives in Accounting Standards, Comparability of Financial Statements, Structure for Establishment of Accounting Standards.



### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 4. Structure of Accounting Theory:** Elements of the structure, Accounting Postulates, Theoretical Concepts of Accounting, Basic Accounting Principles, Exception or Modifying Principles.
- 5. Conceptual Framework for Accounting and Reporting:** Elements and Meaning, Objectives, APB, Trueblood Report, Corporate Report, Stamp Report, IASC, ASB, Conceptual Framework by IASC.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Book

1. L S Porwal, **Accounting Theory**, Tata McGraw-Hill Publishing Company Ltd.

## ACC-4262 • FINANCIAL STATEMENT ANALYSIS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Financial Statements:** Overview
- 2. Balance Sheet:** Financial Condition, Analysis of Assets, Analysis of Liabilities, Stockholders' Equity.
- 3. Income Statement and Statement of Stockholders' Equity:** Analysis of the Income Statement, Statement of Stockholders' Equity, Earnings Quality, Inflation, Cash Flow, Segmental accounting.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 4. Statement of Cash Flows:** Preparing a Statement of Cash Flows, Calculating Cash Flow from Operating Activities, Cash flow from Investing Activities, Cash Flow from Financing Activities, Change in Cash, Analyzing the Statements of Cash flows.
- 5. Analysis of Financial Statements:** Objective of Financial Statement Analysis, Sources of Information- Auditor's Report, Management Discussion, Supplementary Schedules, others sources- Tools and Techniques- Common Size Financial Statements, Key Financial Ratios, Liquidity Ratios, short-term Solvency, Activity Ratios, Asset Liquidity, Asset Management Efficiency, Leverage Ratios, Debt Financing and Coverage, Profitability Ratios, Overall Efficiency and Performance – Analyzing Data – Background, Economy, Industry and firm, Short-term Liquidity, Net Trade Cycle, Capital Structure and Long-term Solvency, Financial Leverage, Operating Efficiency and Profitability, Relating the Ratios, Du Pont System, Projections, Pro Forma statements, Market Ratios.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Book

1. L M Fraser and A Ormiston, **Understanding Financial Statements**, (6th edition), Prentice-Hall Inc, 2002

## ACC-4263 • SPECIALIZED ACCOUNTING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Final Accounts:** Trading and Profit and Loss Account, Balance Sheet.
- 2. Partnership Accounts:** Essential Features of Partnership, Capital Accounts, Usual Adjustments in Partnership Accounts, Admission of a Partner, Goodwill, Retirement, Death, Dissolution.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 3. Company Accounts:** Share Capital, Stock, Types of Shares, Share Issues, Application, Allotment, Calls, Calles in Arrears and in Advance, Frofeiture, Surrender, Reissue of Forfeited Shares, Forfeiture of Shares when there is an over subscription and pro rata allotment, Rights Issue, Bonus Share, Redeemable Preference Shares, Debentures, Final Accounts of Companies.
- 4. Accounts for Non-Trading Concerns:** Receipts and Payments Accounts, Income Tax and Expenditure Accounts, Balance Sheet.

### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Book

1. S P Jain and K L Narang, *Advanced Accountancy*, Kalyani Publishers.

### ACC-4264 • CORPORATE REPORTING AND DISCLOSURE

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction to International Accounting Standards:** Development of Accounting and Financial Reporting, Accounting and Reporting Models, Need for International Accounting Standards, International Accounting Standard Committee, Stages of Development in the International Accounting Standards, Setting Process, International Accounting Standards Board, Benefits from Convergence of National and International Accounting Standards.
2. **Balance Sheet:** Perspectives and Issues, Definition of Terms, Concepts, Rules and Examples.

#### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

3. **Income Statement, Statement of changes in Equity and Statement of Recognized Gains and Losses:** Perspectives and Issues, Definition of Terms, Concepts, Rules and Examples.
4. **Cash Flow Statement:** Perspectives and Issues, Definition of Terms, Concepts, Rules and Examples.
5. **Accounting and Its Global Context:** Cultural Environment, Legal and Political Environment, Business Environment, Selected Financial Reporting Practices and Illustrations.

#### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. B J Episten and A A Mirza, *Interpretation and Application of International Accounting, Standards*, John Wiley & Sons. Inc
2. M E Haskins, K R Ferris and T I Selling, *International Financial Reporting and Analysis: A Contextual Emphasis*, 1996, Irwin, Inc

### ACC-4265 • VIVA AND PROJECT PAPER DEFENSE

## Fourth Year /Eighth Semester

### MAJOR – MANAGEMENT

#### MGT-4251 • MANAGEMENT THOUGHT

#### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Management Thought prior to Industrial Revolution:** Early Management Practices - Management Writers - Factors Leading to Development of Management Theories.
2. **The Classical Theories of Management:** Direction of Classical Management Theories - Development of Scientific Management and Management Principles - Max Weber`s Theory of Bureaucratic Organization - Systematization of the Classical Management Theories.

#### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

3. **Neo-Classical Theories of Management:** Emergence of the Human Relations Concepts - Basic Notions of the Human Relation Approach - Emergence of Social System Approach - General Theory of Management.
4. **Contemporary Management:** The Quantitative School - Decision Theory - Experimental Design - Game Theory - Socialist Management and Socialist Principles of Management - Apologetic in the Theory of Management.

#### Syllabus for Second Midterm Exam

Whole Syllabus



## Recommended Books

1. Claude S George, Jr., *The History of Management Thought*, Prentice-Hall
2. Herbert G. Hicks, *Organization: Theory and Behavior*, McGraw Hills Books Ltd.

## MGT-4252 • INDUSTRIAL RELATIONS AND CONFLICT MANAGEMENT

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **An Overview of Industrial Relations:** Definition - Objectives – Models - Factors affecting the Pattern of Industrial Relations - Actors in Industrial Relations.
2. **Workers and Unions:** Workers Typology - A Profile of the Bangladeshi Workers, Union Typology - Evaluation-Growth- Characteristics and Problems of the Trade Unions in Bangladesh.
3. **Employers and Their Organizations:** Employers' Styles in dealing with workers-Profile of Bangladeshi Employer – Objectives and Function of the Chamber of Commerce and Industries and Bangladesh Employers' Association.
4. **Role of Government:** Government Role in Different Areas of Industrial Relations - Formulation of Labor Policies – Labor Legislations – Intervention in Wage Issues – Service Regulations – Dispute Resolution.
5. **Conflict:** Definition – Levels of Conflict – Functions and dysfunctions of Conflict – Sources of Conflict – Classification of Conflict – Effects of Conflict – Factors that make Conflict Difficult to Manage – Approaches to Managing Conflict.
6. **Conflict Resolution:** Negotiation Planning and Strategy – Negotiation Breakdown – Causes and Cures – Communication in Negotiation – Persuasion Process – Social Structure of Negotiation – Power in Negotiation – Third Party Intervention.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

7. **Industrial Conflict:** Nature – Process – Theories – Institutional Methods of resolution – Factors Affecting Resolution. Collective Bargaining – Concept – Process – Scope – Prerequisites – Operation in Bangladesh Context.
8. **Adjudication Machinery:** Organization and Operation of Labor Court – Problems Encountered.
9. **Employee Discipline and Grievance Handling Procedure:** Concept – Steps in Disciplinary Action – Domestic Enquiry – Charge Sheet – Cause of Grievances – Grievance Handling Procedure – the Employment of Labor (Standing Order) Act.
10. **Participative Management and Industrial Democracy:** Determinants-Country Experience – Experience in Bangladesh.
11. **Ethics in Conflict Management:** Reasons for Ethics – Causes of Unethical Behavior – Model of Ethical Decision Making – Factors Creating Unethical Tactics.
12. **Bangladesh and ILO:** Objectives – Structure and Finance of ILO – Impact of ILO on the labor in Bangladesh.

### Syllabus for Second Midterm Exam

Whole Syllabus

## Recommended Books

1. Arun Monappa, *Industrial Relations*, Tata McGraw Hill
2. Dale Yoder, *Personnel Management and Industrial Relations*, Prentice-Hall, Inc
3. Relevant Laws
  - (i) Industrial Relations Ordinance 1969
  - (ii) Industrial Relations Rules 1977
  - (iii) Employment of Labor (Standing Order) Act 1965
  - (iv) Employment of Labor (Standing Order) Act 1968
  - (v) Documents of ILO
  - (vi) Annual Report of DCCI and FBCCI

**MGT-4253 • COMPARATIVE MANAGEMENT****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Introduction:** Concepts of Comparative Management and International Management-Comparing Culture - Organizational versus National Culture - Defining Culture - Managing Cultural Diversity – Why are Cultural Management Skills Important.
- 2. Culture and Comparative Management:** The need for Comparative Management – Management Culture Bound – Cultural and National Perspectives – Convergence and Divergence Forces – Cross-Cultural Management – Models for Analyzing and Universality and Transferability of Management.
- 3. Management Behavior and Leadership Style:** Comparative Management Models – Leadership Styles – Decision Making Styles.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 4. An Overview:** Management Systems in USA. UK and Japan – Main strengths and weaknesses.
- 5. Management Scenario of Developing Countries:** Characteristics of Developing Countries – Features of Management Practices – Success Story of the third world MNCs.
- 6. Management Style in Bangladesh:** Brief History – Culture – Economy – Features – Comparison with Management System of other Countries.

**Syllabus for Second Midterm Exam**

Whole Syllabus

**Recommended Books**

1. S. Ronen, *Comparative and Multinational Management*, John Wiley and Sons.
2. Richard Mead, *International Management: Cross Cultural Dimensions*, Blackwell.
3. K B Hoque, *Management System in Bangladesh and Japan: A Comparative Study*, Institute of Development Economics, Tokyo.

**MGT-4254 • INDUSTRIAL PSYCHOLOGY****Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam**

- 1. Prefatory:** Concept – Scope – Objective – Importance. Industry a place to study human behavior. Psychology applied in industry.
- 2. Attitude:** Formation and Change – Opinion – Attitude and Productivity – relevant Experiment.
- 3. Causation in Behavior:** Understanding versus Evaluating Behavior – Casual Sequence in Behavior – Application of the Causation Formula to the Job – Same Behavior due to different Causes – Different Behavior due to same Causes – Personality.
- 4. Learning:** Learning under Classical Conditions – Instrumental Condition – Avoidance Learning – Pavlov`s and Skinner`s Experiment.
- 5. Personal Selection and Evaluation:** Jobs and their Requirements – Job related Terms – Human Ability and their Measurement – Use of Psychological Tests in Selection and Placement – Training – Evaluation of Training Methods – Employee Turnover – Absenteeism.
- 6. Job Satisfaction:** Job satisfaction in Organization – Job Satisfaction and Productivity – Job Related Variables.

**Syllabus for Second Class Test, Quizzes, Assignment and Presentation**

- 7. Development of Participation:** Nature of Employee Participation – Prerequisites for Effective Participation - Organizational Programs to Build Participation – Labor Union`s Role in Participation – Limitations of Participation.
- 8. Employee Counseling:** Role of Counseling – Causes of Counseling Needs – What Counseling can do – Manager`s Counseling Role – Directive and Non-directive Counseling.
- 9. Frustration:** The Nature of Problem Situation – Variability in Behavior – Symptoms of Frustration – Characteristics of Motivated and Frustrated behavior – Frustration and Social Movements – Dealing with Frustration.



- 10. Motivation:** Human Needs – Maslow`s Priority Model – Wants and Needs – Motivational and Maintenance Factors – Comparison of Herzberg and Maslow Models – Motivation and Productivity – nature and Study of Motivation at Work Place.
- 11. Leadership:** Concept – Manager and Leader – Early Concepts of Leadership – Role Behavior as an evidence of Leadership – Skills used in Role Behavior – Factors Affecting Leadership – Leadership Styles – Applications of Styles.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Norman R. F. Maier, *Psychology in Industry*.
2. Keith Davis, *Human Behavior at Work*, McGraw Hills Irwin

## MGT-4255 ● VIVA AND PROJECT PAPER DEFENSE

### Fourth Year /Eighth Semester

#### MAJOR – FINANCE

## FIN-4241 ● FINANCIAL ANALYSIS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. Objectives of Financial Statement Analysis
2. Financial Statement Analysis and Accounting
3. Accounting Objectives, Conventions, and Standards- Their Implication for Analysis
4. Tools and Techniques of Financial statement Analysis- An Overview
5. Analysis of Current Assets
6. Analysis of Noncurrent Assets
7. Analysis of Liabilities
8. Analysis of Stockholders Equity
9. Intercorporate Investments, Business Combinations, and Foreign Operations
10. Analysis of the Income Statement
11. Earnings Per Share- Computation and Evaluation

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

12. Statements of Cash Flows
13. Effects of Price Changes on Financial Statements
14. The Auditor`s Opinion- Meaning and Significance
15. Analysis of Short-Term Liquidity
16. Funds Flow Analysis and Financial Forecasts
17. Analysis of Capital Structure and Long-Term Solvency
18. Analysis of Return on Investment and of Asset Utilization
19. Analysis of Results of Operations
20. The Evaluation and Protection of Earnings
21. Comprehensive Analysis of Financial Statements

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Leopold A. Bernstein, *Financial Statement Analysis- Theory, Application, and Interpretation*, (5th edition, 1993) Irwin, USA.
2. George Foster, *Financial Statement Analysis*

## FIN-4242 ● SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction to Investment:** Introduction to Investment; Securities; Securities Market.
- 2. Investment Setting:** Definition of Investment, Measures of Returns and Risks, Determinants of Required Rate of Returns, Relationship between Risk and Return.
- 3. Introduction to Portfolio Management:** Background Assumptions, Markowitz Portfolio Theory, Combining Individual Assets into Portfolio.
- 4. Introduction to Asset Pricing Model:** Capital Market Theory, Capital Asset Pricing Model, Expected Return and risk, Arbitrage Pricing Theory.
- 5. Introduction to Security Valuation:** Overview of Valuation Process, Why a Three Step Valuation Process? Theory of Valuation, Valuation of Alternative Investments, Relative Valuation Techniques, Required rate of return and Expected Growth Rate of Valuation Variables.
- 6. Bond Fundamentals:** Basic Features of a Bond, Global Bond Market Structure, Alternative Bond Issues, Obtaining Information on Bond Prices.
- 7. Analysis and Valuation of Bonds:** Fundamentals of Bond Valuation, Computing Bond Yields, Calculating future Bond Prices, Bond Valuation using Spot Rates, What determines Interest Rate? What determines Price Volatility for Bonds?

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 8. Bond Portfolio Management Strategies:** Alternative Bond Portfolio Strategies, Implications of capital Market Theory and the EMH on Bond Portfolio Management.
- 9. Stock Market Analysis:** Applying the DDM Valuation Model to the Market, Estimating the Growth Rate of Dividends, Valuation using the relative Valuation Approach, Estimating expected EPS, Estimating the Earning Multiplier for a Stock Series, Calculating Expected Rate of Return on Common Stock.
- 10. Industry Analysis:** Why do Industry Analysis? Business Cycle and Industry Sectors, Structural Economic Changes and Alternative Industries, Estimating Industry Rates of return, Industry Analysis using Relative Valuation Approach, Other Relative Valuation Ratios, Global Industry Analysis.
- 11. Company Analysis and stock Selection:** Company Analysis versus Selection of Stock, Economic, Industry and structural Links to Company Analysis, Company Analysis, Estimating Intrinsic Value, Estimating Company Earning per Share.
- 12. Equity Portfolio Management Strategies:** Passive versus Active Management, Overview of Passive Equity Portfolio Management Strategies, Overview of Active Portfolio Management Strategies, Value versus Growth Investment.
- 13. Evaluation of Portfolio Performance:** What is required a Portfolio Manager? Composite Portfolio Performance Measures, Evaluation of Bond Portfolio Performance, Reporting Investment Performance.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Reilly and Brown, *Investment Analysis and Portfolio Management*.
2. Elton and Gruber, *Modern Portfolio Theory*.

## FIN-4243 ● FINANCIAL MARKET AND INSTITUTIONS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Financial Assets with classifications, Financial Markets with Classifications, Globalization of Financial Market and Derivative Markets.
- 2. Financial Intermediaries and Financial Innovation:** Financial Institutions, Role of financial Intermediaries, Overview of Asset and Liability Management in Financial Institutions, Financial Innovation and Asset Securitization.



3. **Depository Institutions:** Asset and Liability problem of Depository Institutions, Commercial Banks, Savings Banks and Credit Unions.
4. **Insurance Companies:** Characteristics, Life Insurance Companies, Property and Casualty Insurance Companies, Finance in the International Insurance Industry.
5. **Investment Companies:** Types of Investment Companies, Structure and expenses of a Fund, Economic Motivation for Funds, Regulation of Funds, Commercial Banks and Mutual Funds.
6. **Pension Funds:** Introduction to Pension Plans, Types of Pension Plans, Investments, Regulation and Managers of Pension Funds.
7. **Properties and Pricing of Financial Assets:** Properties of Financial Assets, Principles of Pricing Financial Assets and Price Volatility of Financial Assets.
8. **Level and Structure of Interest Rates:** Theory of Interest Rates, Determinants of the Structure of Interest Rate.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

9. **Risk/Return and Asset Pricing Model:** Portfolio Theory, Capital Asset Pricing Model and Arbitrage Pricing theory.
10. **Primary Markets and the Underwriting of Securities:** Process of Issuing New Securities, Investment Bankers, regulation of Primary Market, Variation in Underwriting Process and Private Placement of Securities.
11. **Secondary Markets:** Definition, Functions, Trading Locations, Market Structures, Perfect Markets, Role of Brokers and Dealers.
12. **Markets for Corporate Senior Instruments:** Credit Risk and the Role of rating Companies, Commercial Papers, Medium Term Notes, Euronotes and Bank Loans, Corporate Bonds, Preferred Stocks, Bankruptcy Creditor Rights.
13. **Mortgage Market:** Definition and Origin, Types of Mortgage Design and Investment Risks.
14. **Financial Future Markets:** Future Contracts, Futures versus Forward Contracts, Role of Futures in Financial Markets.
15. **Options Markets:** Options Contract, Difference between Options and future Contracts, Risk and Return Characteristics of Options.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Frank J Fabozzi, Franco Modigliani and Michael G Ferri, *Foundations of Financial Markets and Institutions*.
2. Anthony M Santomero and David F Babbel, *Financial Markets, Instruments and Institutions*.

## FIN-4244 ● PUBLIC FINANCE

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. Introduction
2. Efficiency, optimality and allocation of resources
3. Pure public goods
4. Normative and Subjective Approach
5. Principles and Canons of Taxation
6. Externality and the role of government

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

7. Government and the income distribution
8. Budget system and cost benefit analysis
9. Revenue structure decision making



10. Economic effects of income and consumption taxes, the expenditure tax
11. The incidence of commodity taxes, excise taxes
12. Public finance and the developing economics.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Due and Friedlauder, **Government Finance**
2. Rosne, **Public Finance**

## FIN-4245 ● VIVA AND PROJECT PAPER DEFENSE

### Fourth Year /Eighth Semester

#### MAJOR – MARKETING

## MKT-4231 ● CONSUMER BEHAVIOUR

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction to Consumer Behavior:** An Overview of Consumer Behavior – Consumer Decision Making Process- Scope of Consumer Behavior Field- Theory Building – Role of Theory- Criteria of a Sound Theory- How Models are Constructed – Different Models of Consumer- Application of Consumer Behavior Theories.
- 2. Environmental Influences:** Culture- Defining Culture- Components of Culture- Concepts of Culture Analysis- Cross Cultural Research- Multinational Marketing – Subculture.
- 3. Social Organization and Reference Groups:** Socialization-Primary and secondary Reference Groups-Reference Group Norms and Conformity- Social Change- Social Change and its affect on Consumption. Social Class – Social Stratification- Research Models for Social Class- Social Class and Buying Behavior. Family- Influence on Family Decision Making- Using family Concepts in Marketing.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 4. Individual Influences:** Learning – Learning Theory- Behavior Modification in Psychology and Marketing- Retention and Advertising Messages – Habit Formation and Brand Loyalty. Perception – Theories of Perception Affecting Consumer Behavior. Motivation and Personality – Motivation Theory- Motivation Research Methods- Concepts of Personality. Attitude – Influence of Attitude – Component of Attitude Model – Functions of Attitude- Measurement of Attitudes- Attitude Change- Cognitive Dissonance Theory- Multiattitude Theory.
- 5. Purchasing and Post Purchasing Behavior:** Purchasing Process- Planned Purchases- Intention and Probability- Unplanned Purchases- Impulse Buying – Post Purchase Behavior.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Harold W Berkman and Christopher C Gibson, **Consumer Behavior: Concepts and Strategies**, Kent Publishing Company
2. Loon G Schiffman and Leslie Lazar Kanuk, **Consumer Behavior**, (6th Edition), Prentice-hall Inc.

## MKT-4232 ● MARKETING RESEARCH

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. Introduction:** Definition- Importance- Classification- Role in MIS and DSS- Marketing Research suppliers and Services- Marketing Research Process- Ethics in Marketing Research.



2. **Defining Marketing Research Problem and Developing an Approach:** Nature and Importance of Marketing Research Problem- Process of Defining the Problem- Process of Developing an Approach- Management Decision Problem and Marketing Research Problem.
3. **Research Design:** Definition- Classification- Sources of Error- Budgeting and Scheduling the Project- Marketing Research Proposal.
4. **Exploratory Research Design:** Primary versus Secondary Data- Criteria for Evaluating secondary Data- Classification of Secondary Data- Qualitative versus Quantitative Research- Classification of Qualitative Research Procedures.
5. **Descriptive Research Design:** Survey Methods- Survey Methods Classified by Mode of Administration- A Comparative Evaluation of survey Methods. Observation Methods- Observation Methods Classified by Mode of Administration.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

6. **Causal Research Design:** Concept of Causality- Conditions for Causality- Validity in Experimentation – Extraneous Variables- A Classification of Experimental Design- Laboratory versus Field Experimentation.
7. **Measurement and Scaling:** Primary Scales of Measurement- Comparative and Non-comparative Scaling techniques- Non-comparative Itemized rating Scale Decisions- Scale Evaluation.
8. **Questionnaire and Form Design:** Questionnaire definition- Characteristics- Considerations for Drafting a Questionnaire- Questionnaire Design Process – Observational Forms.
9. **Sampling Design and Procedures:** Sample versus Census- Sampling Design Process - Non-probability and Probability Sampling Techniques.
10. **Data Collection, Preparation and Analysis:** Nature of field Work – Field Work and Data Collection Process- Data Preparation Process – Classification of Statistical Techniques.
11. **Frequency Distribution, Cross-Tabulation and hypothesis Testing:** Statistics Associated with Frequency Distribution- Cross Tabulation- Statistics associated with Cross Tabulation- Hypothesis Testing – Parametric Tests – Non-parametric Testing.
12. **Report Preparation and Presentation:** Nature and Importance of Report and Presentation- Report Preparation and Presenting Process.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. Naresh K Malhotra, *Marketing Research: An Applied Orientation*, Prentice- Hall, 2000.
2. David A Aaker, V Kumar and George S Day, *Marketing Research*, (5th Edition), John Wiley and Sons.

## MKT-4233 • MARKETING PROMOTION

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Introduction:** Meaning – Scope - Importance and Role - Different Types of Marketing Promotion - Promotion Planning Process.
2. **Analyzing Communication Process:** Nature – Basic Model of Communication – developing Effective Communication.
3. **Advertising:** Meaning – Importance – Classification – Creative Strategies – Planning and development – Creating Strategy – Implementation and Evaluation – Media Planning and Strategy – The Media Plan – Developing the Media Plan – Market Analysis – Establishment of Media Objectives – Media Strategy development and Implementation – Evaluation and Follow-up – Types of Media – Effectiveness of Advertising – Corporate Advertising – Objectives – Types – Advantages and Disadvantages.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

4. **Personnel Selling:** Meaning – Role – Objective – Prospecting – The Selling Process – Opening and Securing Interview – Delivering the Presentation - Demonstration – Answering-Objections and closing the Sales – Designing the Salesforce – Objectives – Strategies – Structure – Size and Compensation. Managing the Salesforce – recruitment and Selection - Training – Motivation – Evaluation.

**5. Public Relations, Publicity and Corporate Advertising:** Public Relations – Meaning – Role – Marketing Public Relation Function – Process of Public Relations. Publicity – Powers of Publicity – Control and Dissemination of Publicity. Corporate Advertising – Objectives – Types – Advantages and Disadvantages – Measuring the Effectiveness of Corporate Advertising.

**6. Sales Promotion:** Meaning – Role – Growth – Major Decisions in Sales Promotion.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. George E Belch and Micheal E Belch, **Advertising and Promotion- An Integrated Marketing Communications Perspective.**
2. C. A Carpatric and F A Russ, **Effective Selling.**

## MKT – 4234 ● BRAND MARKETING

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Brands and Brand Management:** What is Brand? Why do Brands Matter? Can anything be branded? Branding Challenges and Opportunities, Brand Equity Concept, Strategic Brand Management Process.
2. **Customer Based Brand Equity:** Customer based Brand Equity, Brand Knowledge, Sources of Brand Equity, Building a Strong Brand.
3. **Choosing Brand Elements to Build Brand Equity:** Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements.
4. **Designing Marketing Programs to Build Brand Equity:** New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

5. **Integrating Marketing Communication to Build Brand Equity:** Information Processing Model of Communication, Marketing Communication Options, Developing Integrated Marketing Communication Programs.
6. **Developing a Brand Equity Measurement and Management System:** Brand Value Chain, Designing Brand Tracking Studies, Brand Equity Management System.
7. **Designing and Implementing Branding Strategies:** Brand – Product Matrix, Brand Hierarchy, Designing Branding Strategy.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Book

1. Kevin Lane Keller, **Strategic Brand Management – Building, Measuring and Managing Brand Equity,** (Second Edition), Pearson Education.

## MKT-4235 ● VIVA AND PROJECT PAPER DEFENSE

### Fourth Year /Eighth Semester

## MAJOR - INFORMATION SYSTEMS

## INF-4281 ● E-COMMERCE STRATEGIES IN BUSINESS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **E-Economy and nature of e-commerce:** Economics of the Web, Advantages and disadvantages of using electronic commerce to conduct business activities, The international nature of electronic commerce, The general structure of the network of networks supporting electronic commerce and the relationship among Intranet, Extranet and internet.



- 2. Infrastructure of E-commerce:** Characteristics to look for in an ISP-hosted electronic commerce solution, Meeting the needs of Web site visitors and creating the usability testing in Web site design, Infrastructure for Electronic Commerce, Selecting Web hosting services, Options for connecting to the Internet and their cost and bandwidth tradeoffs.
- 3. Security Threats and Implementing Security**
- 4. Electronic Payment Systems**

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. E-marketing:** Strategies for Marketing, Sales, and Promotion
- 6. Supply Chain Management:** Supply chain management and how businesses are using the Internet and Web technologies to improve it. The software packages that companies are using to implement business-to-business electronic commerce and supply chain management.
- 7. Global and Ethical Issues:** International, Legal, Ethical and Tax Issues, Using formal project management techniques to plan and control electronic commerce.

### Syllabus for Second Midterm Exam

Whole Syllabus

### Recommended Books

1. James A.O`Brien, *Management Information Systems*, (4th Edition), Tata McGraw-Hill
2. Gray P. Schneider, *Electronic Commerce, Cambridge, and Massachusetts: Course Technology*.
3. Tiggelaar, *Internet Strategies*, Addison Wesley.
4. Strauss, J. and Frost, R., *Marketing on the Internet*, Prentice Hall.

## INF-4282 • INFORMATION SYSTEMS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

- 1. The Challenge of Applying IT Successfully:** The new economy, IT innovations in business and government, Computer aided design, Globalization, Obstacles when applying IT in the real world.
- 2. Basic Concepts for Understanding Systems:** Systems Analysis Tools and Techniques, Infrastructure, Context, Information system theory.
- 3. Business Processes:** Process Modeling, Business Process Reengineering, Coordination and Integration, Complexity, Reliance on Machines, Quality and Productivity.
- 4. Information and Database:** Relational Database, Text databases and hypertext, Information Quality, Limits to the value of information, Models, Virtual Reality.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

- 5. Communication, Decision Making, and Different Types of Information Systems:** Communication, Decision Making, Groupware, Intranet/Extranet, Knowledge Management, Management and Executive Information Systems, Decision Support Systems, Data Mining and Data Warehousing, ERP and Supply chain.
- 6. Product, Customer, and Competitive Advantage:** Electronic Commerce, Infomediaries, Strategic information systems.
- 7. Human and Ethical Issues:** General sources on human and ethical issues, Human-Computer Interaction and human factors, Human behavior, Individual differences, and training, Health and safety, Disability and assistive technology, Ecology of work, Dependence on people for success, Privacy, Intellectual Property and Law.
- 8. Information Systems Planning:** Reengineering, Outsourcing, Strategic Planning, Enterprise modeling, Cost Benefit Analysis (ROI), Project Management, International Issues.
- 9. Building and Maintaining Information Systems:** Capability maturity model, System development methodologies and tools, Software Best Practices.

- 10. Information System Security and Control:** General sources about risks, Y2K problem, Project Failure, Computer Crime, Viruses, Computer and Network Security, Cryptography and Digital certificates, Internet Firewalls and Security.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Steven Alter, *Information Systems- a management perspective*, 3rd edition, Pearson, Prentice-Hall.
2. O'Brien, James A, *Introduction to Information Systems- Essentials for the Internetworked Enterprise*, McGraw-Hill.
3. Laudon, Kenneth C and Laudon, Jane P, *Essentials of Management Information Systems*, 5th Edition, Prentice Hall.

## INF-4283 ● SYSTEMS ANALYSIS AND DESIGN

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **The Context of Systems Analysis and Design:** Players in the Systems Games, Information System Building Blocks, Information Systems Development, and Project Management.
2. **Systems Analysis Methods:** Systems Analysis, Requirements Discovery, Data Modeling and Analysis, Process Modeling, Feasibility Analysis and the System Proposal.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

3. **Systems Design Methods:** Systems Design, Application Architecture and Modeling, Database Design, Output Design and Prototyping, Input Design and Prototyping, User Interface Design.
4. **Beyond Systems Analysis And Design:** Systems Construction and Implementation, Systems Operations and Support, Object-Oriented Analysis and Modeling.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. J. L. Whitten. and L. D. Bentley, *System Analysis & Design Methods*, Irwin/McGraw-Hill.
2. J. A. Hoffer, et al., *Modern Systems Analysis and Design*, Addison-Wesley.

## INF-4284 ● PROGRAMMING TECHNIQUES FOR BUSINESS

### Syllabus for First Class Test, Quizzes, Assignment, Presentation and Midterm Exam

1. **Fundamental Concepts of Computer Programming and Terminologies:** Algorithms and its notations, Flow Charts, Functions Constants, Variables and data type, Expressions, Selection Statements, Arrays, Records and Pointers, General Sub Procedures, Lists, Stacks, Queues and Recursion, Loop Structures, Trees, Sorting and Searching and data files.
2. **Fundamentals of Visual Basic:** Basic Understanding of Visual Basic, Visual Basic Project, Code Basic, VB Variables, User Interface, Forms with Controls, Menu and Tools Bars, Debugging Tools and Handling Runtime Errors.

### Syllabus for Second Class Test, Quizzes, Assignment and Presentation

3. **Object Oriented Programming:** Class Concepts, Creating Objects and Classes, Working with Objects and Collections.
4. **Creating Printed Output:** Printer Object, Crystal reports.



5. **Assessing Data:** Reading and writing text files, VB Data Control, Creating Queries, Jet ADO.

### Syllabus for Second Midterm Exam

Whole Syllabus

#### Recommended Books

1. Peter Norton, **Guide to Visual Basic 6**, SAMS, Techmedia.
2. Seymour Lipschutz, **Data Structure**, Schaum's outline Series, McGraw Hills.
3. Burrows and Langford, **Programming Business Applications with Microsoft Visual Basic**, Irwin/McGraw-Hills Pub.

## INF-4285 • VIVA AND PROJECT PAPER DEFENSE





**Student's Personal Record of Marks and Grades**  
**BBA (HONS.) PROFESSIONAL PROGRAM**  
 DEPARTMENT OF BUSINESS ADMINISTRATION (DBA)  
**DHAKA COMMERCE COLLEGE**



Batch: ..... Session: 201.....-201..... Starting Date of Class:..... Ending Date of Class:..... SSC/Equivalent GPA:..... Year: 201..... HSC/Equivalent GPA:..... Year: 201.....

Name:..... Section:..... Class Roll: BBA..... Reg:..... NU Roll:..... Year: 201.....

SL No.	Course No.	Title of the Course	Name of the Teacher(s)	Particulars						In-course Examination Marks				Attendance	Hrs. of Seminar Library used	Average Mark of In-course Exams	Obtained Mark from NU	Total	Letter Grade	Grade Point	
				Exams	CT*	Q*	A*	P*	1 <sup>st</sup> MT*	2 <sup>nd</sup> MT*	3 <sup>rd</sup> MT*	4 <sup>th</sup> MT*	5 <sup>th</sup> MT*								6 <sup>th</sup> MT*
1 <sup>st</sup> Semester	1	1101	Introduction to Business																		
	2	1102	Principles of Accounting																		
	3	1103	Introduction to Computer																		
	4	1104	Business Mathematics																		
	5	1105	English																		
2 <sup>nd</sup> Semester	6	1201	Business Communication																		
	7	1202	Intermediate Accounting																		
	8	1203	Principles of Management																		
	9	1204	Microeconomics																		
	10	1205	Business Statistics- I																		
3 <sup>rd</sup> Semester	11	2101	Principles of Finance																		
	12	2102	Principles of Marketing																		
	13	2103	Organizational Behaviour																		
	14	2104	Macroeconomics																		
	15	2105	Business Statistics- II																		

\*CT, Q, A, P, MT, TWD denote Class Test, Quizzes, Assignment, Presentation, Mid Term & Total Working Days respectively.

SL No.	Course No.	Title of the Course	Name of the Teacher(s)	Particulars	In-course Examination Marks						Attendance	Hrs. of Seminar Library used	Average Mark of In-course Exams	Obtained Mark from NU	Total	Letter Grade	Grade Point
					CT*	Q*	A*	P*	1 <sup>st</sup> MT*	2 <sup>nd</sup> MT*							
16	2201	Insurance and Risk Management		Exams	10	10	10	10	40	70	10	10	30	70	100		
17	2202	Cost Accounting		Marks	Depends on the Course Teacher(s)						10	10					
18	2203	Computer Programming		Duration	2	2	2	2	2	1							
19	2204	Commercial Law		Min. # of Exams	1 <sup>st</sup> & 2 <sup>nd</sup> exams will be held between 1 <sup>st</sup> -6 <sup>th</sup> & 8 <sup>th</sup> -13 <sup>th</sup> week respectively												
20	2205	Theory and Practice of Banking		Schedule	The course teacher(s)												
21	3101	Business and Society		Conducted by	The controller section												
22	3102	Auditing		Weight	5%	5%	5%	5%	30%	40%	5%	5%	100%				
23	3103	Taxation in Bangladesh									TWD*: Present: Mark:	..... hours					
24	3104	Industrial Law									TWD*: Present: Mark:	..... hours					
25	3105	Bangladesh Studies									TWD*: Present: Mark:	..... hours					
26	3201	Financial Management									TWD*: Present: Mark:	..... hours					
27	3202	Entrepreneurship Development									TWD*: Present: Mark:	..... hours					
28	3203	International Business									TWD*: Present: Mark:	..... hours					
29	3204	Marketing Management									TWD*: Present: Mark:	..... hours					
30	3205	Production Management									TWD*: Present: Mark:	..... hours					
31	4101	Human Resource Management									TWD*: Present: Mark:	..... hours					
32	4102	Management Accounting									TWD*: Present: Mark:	..... hours					
33	4103	Project Management									TWD*: Present: Mark:	..... hours					
34	4104	Strategic Management									TWD*: Present: Mark:	..... hours					
35	4105	Management Information Systems									TWD*: Present: Mark:	..... hours					
36																	
37																	
38																	
39																	
40	42.....5	Viva Voce (out of 50)															
		Project Paper Defense (out of 50)															
<b>Result</b>																	

\*CT, Q, A, P, MT, TWD denote Class Test, Quizzes, Assignment, Presentation, Mid Term & Total Working Days respectively.

PERSONAL ACADEMIC NOTES:.....





## জাতীয় শিক্ষা সপ্তাহ ১৯৯৬

শিক্ষা মন্ত্রণালয়

### সনদপত্র

শ্রেষ্ঠ শিক্ষক/শিক্ষা প্রতিষ্ঠান রূপে বিবেচিত

ঢাকা কুমার্স কলেজ, ঢাকা-ক

এই সনদপত্র প্রদান করা হল।

সচিব

শিক্ষা মন্ত্রণালয়

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার



## জাতীয় শিক্ষা সপ্তাহ ২০০২

শিক্ষা মন্ত্রণালয়

### সনদপত্র

শ্রেষ্ঠ শিক্ষা প্রতিষ্ঠান বিবেচিত হওয়ায়

ঢাকা কুমার্স কলেজ

চিড়িয়াখানা রোড, মিরপুর, ঢাকা-ক

এ সনদপত্র প্রদান করা হল।

বিশ্বায়নের চ্যালেঞ্জ মোকাবেলার শিক্ষা

\* শিক্ষা মন্ত্রণালয় \*

(মোহাম্মদ শহীদুল আলম)

সচিব

শিক্ষা মন্ত্রণালয়

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

১৪ ফেব্রুয়ারি ২০০২

# BBA PROFESSIONAL COURSE PLAN



## DEPARTMENT OF BUSINESS ADMINISTRATION (DBA) DHAKA COMMERCE COLLEGE

SELF FINANCED, FREE FROM POLITICS & SMOKING  
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