Bachelor of Business Administration (Honours) Program
Syllabus for the Seven Affiliated Colleges
Honours in Finance & Banking

Effective from the Session: 2019-2020

UNIVERSITY OF DHAKA
Subject: Finance & Banking

Syllabus for Four Year BBA Honours Course

Course Structure

<table>
<thead>
<tr>
<th>Components</th>
<th>Courses/Units</th>
<th>Credit Hour Per Course</th>
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<td>Second Year</td>
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<td>Third Year</td>
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First Year

<table>
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<tr>
<td>Fin-1001</td>
<td>Business Communication &amp; Report Writing</td>
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<tr>
<td>Fin-1002</td>
<td>Principles of Finance</td>
<td>100</td>
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<td>Fin-1003</td>
<td>Principles of Accounting</td>
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<td>Fin-1004</td>
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<td>Micro Economics</td>
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<td>Fin-1006</td>
<td>Computer &amp; Information Technology</td>
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<td>Fin-1007</td>
<td>History of the Emergence of Independent Bangladesh</td>
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Second Year

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<td>Macro Economics</td>
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<td>Principles of Marketing</td>
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### Third Year

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<td>Fin-3002</td>
<td>Organizational Behavior</td>
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<td>Law and Practice of Banking</td>
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<td>Fin-3004</td>
<td>Financial Markets and Institutions</td>
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<td>Fin-3005</td>
<td>Insurance &amp; Risk Management</td>
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<td>Fin-3006</td>
<td>Human Resource Management</td>
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### Fourth Year

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<td>Commercial Bank Management</td>
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<td>Financial Statement Analysis and Valuation</td>
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<td>Corporate Finance</td>
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<td>Fin-4006</td>
<td>Investment Analysis &amp; Portfolio Management</td>
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<td>Fin-4007</td>
<td>Working Capital Management</td>
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### Distribution of Marks in each Course

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Detailed Syllabus

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<tbody>
<tr>
<td>Paper Title:</td>
<td>BUSINESS COMMUNICATION &amp; REPORT WRITING</td>
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1. **Communication in the Workplace**: Role of communication in business. The business communication process.
2. **Adaptation and the Selection of Words**: Importance of adaptation Selecting words Nondiscriminatory writing
3. **Construction of Clear Sentences and Paragraphs**: Sentence design, Paragraph design
4. **Writing for Effect**: Importance of effect, Conversational style, You-viewpoint, Courtesy, Role of emphasis, Coherence
5. **Writing Process and Introduction to Business Messages**: Writing process, Readable formatting, Letters | Memos | Email | Text and Instant messaging
6. **Directness in Good-news and Neutral Messages**: General direct plan, General favorable responses, Adjustment grants, Order acknowledgments, Claims, Inquiries and responses about job applicants, Operational communications
7. **Indirectness in Bad-news Messages**: General indirect plan, Refused requests, Adjustment refusals, Credit refusals, Negative announcements, Other indirect messages
8. **Indirectness in Persuasive Messages**: General advice about persuasion, Persuasive requests, Sales messages.
9. **Basics of Report Writing**: Defining reports, Determining the report purpose, Determining the factors, Gathering the information needed, Interpreting the findings, Organizing the report information, Writing the report, Collaborative report writing
11. **Public Speaking and Oral Reporting**: Making formal speeches, Team presentations, Reporting orally, Presenting virtually
12. **Techniques of Cross-Cultural Communication**: Problems of cultural differences, Problems of language, General suggestion for communicating across cultures
13. **Building a CV and Cover Letter that Stand Out**: Writing a cover letter, Basic CV writing techniques, Advanced tools and techniques of CV writing

Texts:
2. Louis E. Boone, David L. Kurtz and Judy R. Block, Contemporary Business Communication, Prentice Hall International

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<tr>
<th>Paper Code: Fin-1002</th>
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<tbody>
<tr>
<td>Paper Title:</td>
<td>PRINCIPLES OF FINANCE</td>
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2. **Time value of Money**: Basic concepts, Computing Future and Present Value on annual, semi-annual, quarterly and monthly basis, Concept of Annuity and Annuity types, Calculation of Future and Present value of annuity.

3. **Short Term Financing**: Characteristics and sources, Spontaneous sources, Unsecured and secured short term loan, Assignment and factoring of accounts receivables and inventory financing, Open market Loans.

4. **Intermediate Term Financing**: Characteristics and sources, Types, Repayment methods and Effective interest calculation.

5. **Long Term Financing**: Characteristics, Uses, Types, Sources, Instruments- Bond: Types, Features; Preferred Stock and Common Stock- Features, Rights & Obligations.

6. **Lease Financing**: Concept of Leasing, Types of Leasing- Operating Lease and Financial Lease, Features of Operating and Financial lease, Comparison between Leasing and Buying alternatives.

7. **Leverage**: Meaning of Leverage, Significance of calculating Leverage, Types of Leverage Operating and Financial Leverage, Measuring the Leverage, Break-even analysis.


9. **Introduction to Working Capital**: Definition, Nature and importance of working capital, permanent and variable, gross and net working capital, determinants of working capital, policies for financing current assets, issues in working capital management, needs for working capital, levels of working capital, risk return trade off.

**Texts:**
2. Basely and Brigham, Essentials of Managerial Finance

**References:**
2. Lawrence D, Schall & Charls W. Haley, Introduction to Financial Management

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<tr>
<th>Paper Code: Fin-1003</th>
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<td>PRINCIPLES OF ACCOUNTING</td>
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1. **Accounting-The Language of Business**: Definition and Scope of Accounting, Its role and functions, History of Accounting, Purpose and Nature of Accounting Information- Users of Accounting Information. Branches of Accounting- Nature of Business and Accounting.


and Credit—Balancing and Normal Balance—Recording (Bookkeeping), Aspect of Accounting Cycle: Documentary Evidence and Identification, Analysis, and Recording of Transactions and Other Events—Journalization—Posting to the Ledger—Preparation of Trial Balance—Limitations of Trial Balance, Errors and their Rectification.


5. **Merchandising Operations and Accounting System**: Merchandising Operations and Classifying Inventory—Purchases, Sales, Other use of Loss and Returns of Merchandise—Periodic and Perpetual Inventory Systems and Journal Entries—Specific Identification Method and Inventory Cost Flow Assumption (FIFO, LIFO and Average Cost).


8. **Accounting for Receivable and Current Liabilities**: Receivable—Types of Receivables valuing and disposing Uncollectible accounts—Allowance for doubtful accounts, Accounting for temporary investments—Marketable Securities—Accounting for current liabilities.


**Text:**


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<td>Paper Title:</td>
<td>BUSINESS MATHEMATICS</td>
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1. **Real Number System**: Number system, natural number, integers, prime numbers, rational number, properties, irrational numbers, real number, imaginary number, complex number
2. **Index and Surds**: Indices, positive indices, fractional indices, operations with power functions, operations on surds, rationalizing factor, root of mixed surds
3. **Set Theory**: Introduction, set, element of set, types, method of describing a set, Venn diagram, operations, intersection of sets, union of sets, complement of a set, De-Morgan’s law, difference of two sets.
4. **Logarithms**: Introduction, laws of operation
5. **Equations**: Equations, identities, inequalities, general solution, degree of equations, simultaneous linear equation, quadratic equation and their solutions, nature of the roots, formation of an equation, solutions of simultaneous equation.
6. **Coordinate Geometry**: introduction, directed line, quadrant, coordinates, coordinates of mid points, distance between two points, sectional formula, external division, area of a triangle, area of a quadrilateral, linear function, straight line, slope of a straight line, different forms of equations of a straight line, horizontal and vertical lines, parallel and perpendicular lines, breakeven interpretations.

7. **Introduction to Matrix algebra and its Business Application**: Introduction, definition, types, scalar multiplication, equality of matrix, matrix operations, addition and subtraction, properties, multiplication, transpose of a matrix, determinant of a square matrix, determinant of order two, Cramer’s rule, determinant of order three, solutions of three linear equations, properties of determinants, expansion of determinants, minor of a matrix, adjoint matrix, inverse matrix, business application.

8. **Introduction to Calculus**: Applying limit theory in differential calculus, Different quotient, Definition of derivative, Simple Power Rule, Function Power Rule, Product and Quotient rule, Differentiation (1st order, 2nd order, 3rd order)

9. **Application of Differential Calculus**: Maxima and minima of function, maxima, minima application, Point of Inflection, stationary point stationary inflection point, Endpoint Maxima, Endpoint Minima. Application- 2: Maximum Revenue and Profit, Minimum Costs, Area maximization and Cost minimization-practical math. Other application-3: Partial derivatives, Elasticity, Marginal propensity to consume (MPC)-income multiplier

10. **Integral Calculus**: Importance of Integral Calculus, Anti derivative, Area under the curve, Indefinite and definite integration. Application of Integration, Consumer’s surplus, Producer’s surplus, marginal to total cost- Application, rate of Change-Application:

**Texts:**

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<td>MICRO ECONOMICS</td>
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4. **Elasticity of Supply and Demand**: Price Elasticity of Demand and Supply: Price Elasticity of Demand, Elasticity and Revenue, Price elasticity of Supply, income elasticity, impact of taxes and subsidies on economic surpluses and dead weight loss.

5. **Demand and Consumer Behavior**: Rational Choice, Utility, indifference curve and its characteristics, Budget Line, Price consumption curve, demand curve of the individual and that of the market, Separation of income and substitution effects of normal goods, inferior goods and Giffen goods.
6. **Production and Business Organization:** Theory of Production. Basic Concepts relating to Returns to Scale-Increasing, decreasing and constant returns, law of diminishing return, relation between Average product, Marginal product and Total product of labor.


8. **Market Structures-Perfectly Competitive Markets:** Perfectly Competitive Markets- definition and characteristics, Price-output decision of a firm under perfect competition, Efficiency and Equity under perfectly competitive Markets.

9. **Imperfect Competition and Monopoly:** Pure monopoly, Marginal revenue, price and elasticity, why a monopolist will not operate in the inelastic part of the demand curve, price discrimination under monopoly.

10. **Monopolistic Competition:** Price-output decision of a firm under monopolistic competition, Advertisement under monopolistic competition. Excess capacity in the long run.

11. **Oligopoly:** Price-output decision under oligopoly, kinked demand curve, price leadership by dominant firm and control.

**Texts:**

1. Microeconomics, Paul Krugman & Robin Wells (3rd Ed.)
2. Microeconomics, Theory and Application, Dominick Salvatore (5th Ed.)

**References:**

3. Dewett, K.K., Modern Economic Theory

**Paper Code:** Fin-1006  **Marks:** 100  **Credits:** 4  **Class Hours:** 60

**Paper Title:** COMPUTER AND INFORMATION TECHNOLOGY

1. **Information system in business:** Basic IS concepts, IS functions and components, Types of IS, IS users and technology, Benefits of IS.
2. **Information system fundamentals:** Hardware, Software, Stored Data, Personnel and Procedure for IS, Ethical Issues for IS.
3. **IS Networks and the Internet:** Communication concepts, Communication hardware and software, Network concepts, Local area networks, Wide area networks, Internetworks, Internet communication and services, Electronic commerce.
4. **Business Operations:** Business operation efficiency, Transaction processing systems, Enterprise resource planning systems.
5. **Management Decision Making:** Improving Management decision making effectiveness, Level and characteristics of management decision
6. **E-Commerce:** Providing a strategic impact, E-commerce systems, Inter-organizational IS
7. **Computer Application: Microsoft office:** Introduction to MS Word, MS Excel, MS PowerPoint; Bulk Mailing Application in MS Word; Application of Mathematical, Logical and Financial Functions in MS Excel; Sorting and Filtering; Presenting Data Using Charts; PivotTable; Data Validation, VLOOKUP and HLOOKUP Functions, Financial analysis and Planning Templates in MS Excel, Preparing Business Presentations in MS PowerPoint.

**Texts:**
1. Robert C. Nickerson, Business and Information Systems

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<th>Marks: 100</th>
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বাঙালি বাংলাদেশের অন্তঃসভায় ইতিহাস

১। দেশ ও জনগোষ্ঠী পরিচয়
   ক) ভূ-প্রকৃতির বৈশিষ্ট্য ও প্রভাব
   খ) মূলায়িক জড়িত
   গ) আদালত
   ধ) সংস্কৃতিতের সময়বাদীতা ও ধর্মীয় সহনশীলতা
   ে) অভিযুদ্ধ বাঙালির পরিপ্রেক্ষিতে তৎকালীন পূর্ব ও দক্ষিণ বাংলাদেশের বক্তৃতাসমূহ

২। আন্তর্জাতিক বাঙালি বাণিজ্য পরিচয় ও উপস্থাপনের বিভিন্ন ও, ১৯৪৭
   ক) ঐপরিচিত শাসন আমলে সাম্প্রতিকতার উদ্ভাবন ও বিকাশ
   খ) লাহোর অস্ত্রু, ১৯৪০
   গ) অন্তর্জাতিক বাংলা বাণিজ্য গঠনের উদ্দেশ্য, ১৯৪৭ ও পরিপদ
   ে) পাকিস্তান বন্ধ, ১৯৪৭

৩। পাকিস্তান: বাণিজ্যের কাঠামো ও বৈষম্য
   ক) রাজনৈতিক ও প্রাদেশিক কাঠামো
   খ) সামরিক ও সামাজিক আদলতের ও গভর্নর
   গ) আহত, সামাজিক ও সাংস্কৃতিক বৈষম্য

৪। ভাষা আমদান ও বাণিজ্য আন্তর্জাতিক প্রতিষ্ঠা
   ক) মুসলিম লীগের শাসন ও পার্থিক রাজনীতিতে সংগ্রাম
   খ) আওয়ামী লীগের প্রতিষ্ঠা, ১৯৪৯
   গ) ভাষা আমদান: পাতুম্মি ও ঘটনাপ্রধান
   ধ) হক-জাহানী-সোহেবাওয়ালী মুক্তফুট, ১৯৫৪ সালের নির্বাচন ও পরিপালন

৫। সামরিক শাসন: আইনের খান ও ইয়াহিয়া খানের শাসনামল (১৯৫৮-৭১)
   ক) সামরিক শাসনের সংস্থা ও বৈশিষ্ট্য
   খ) আইনের খানের কর্মনীয় দলিল ও শাসনের বৈষ্টিক (রাজনীতিক নির্দেশিত, মূলিক পরিত্যাগ, ধর্মীয় রাজনীতিক বার্বাদ)
   গ) আইনের খানের পদন ও ইয়াহিয়া খানের শাসন, এক ইউনিট বিলুপ্তিকরণ, সাব্যানী ভোটাধিকার, এলএফএ (Legal Framework Order)
৬। জাতীয়তাবাদের বিবর্তন ও বাণিজ্য আন্দোলন
ক) সংগঠিত আন্দোলনের বিবর্তন ও বাণিজ্য সংগঠনের উজ্জ্বলন
খ) শেষ মুক্তিবর্ত বহমানের ৬-দফা আন্দোলন
গ) ৬-দফা আন্দোলনের প্রতিফলিত, দাবি ও তাৎপর্য
ঘ) আপনতলা মামলা, ১৯৬৮

৭। ১৯৬৯-এর পরের আন্দোলন ও ১১-দফা আন্দোলন
ক) পার্থক্য
খ) আন্দোলনের কর্মসূচি, দাবি ও পরিপ্রেক্ষা

৮। ১৯৭০ এর বিবর্তন, অমশয়েগ আন্দোলন ও বর্দক্ষয় বাণিজ্য মোহনা
ক) নির্দেশনের ফলাফল এবং মূলধনের নকাশের ভারকৃতি
খ) অমশয়েগ আন্দোলন, বর্দক্ষয় ৭ই মাঠে ভাষণ, জাপানে সাহায্য হাইলাইট
গ) বর্দক্ষয় বাণিজ্য মোহনা ও প্রেক্ষাবাদ

৯। মুক্তিযুদ্ধ ১৯৭১
ক) গণহত্যা, নাবিক সহায়তা, শবদার্পণ
খ) বাংলাদেশ সরকার প্রতিমুখ ও বাণিজ্য মোহনা
গ) সর্বদায়ক প্রাথমিক প্রতিটিপদ ও সংগঠিত প্রতিটিপদ (মুক্তিযুদ্ধ, মুক্তিবাহিনী, পড়ালাভ সংস্থান)
ঘ) মুক্তিযুদ্ধের অন্তর্ভুক্ত ক্ষমতাধারী ও অন্তর্ভুক্ত ক্ষেত্রে (সংগঠন, ক্ষেত্রের মূলধন ও তাদের সাধনাবাহী)
ঙ) হাত, নাবী ও সাধন মানুষের আবাদন (মুক্তিযুদ্ধ)
চ) মুক্তিযুদ্ধের সূত্রপাত সূচনা সংস্থার জীবন
ছ) বন্দোবস্ত সরবরাহিক্য, গণপ্রজাতন্ত্রী আইন, আইন মামলা, বাংলাদেশ সরকার, বাংলাদেশ সরকার হাইলাইট
জ) মুক্তিযুদ্ধের বিভিন্ন অবস্থায় বর্দক্ষয় বিভাগ ও বিভিন্ন প্রতিফলিত
ঝ) দ্বিতীয় বাণিজ্য ও বিশেষ বিবিধ যে নাগালিন সংগঠনের জীবন
ঞ) মুক্তিযুদ্ধের ভায়নবাদ আবাদন
ট) যৌথ বাণিজ্য সহায়তা ও বিভিন্ন জাতীয়তাবাদের সংগঠন
ঠ) বাণিজ্যতন্ত্র বর্দক্ষয় দেশের মজ্জা

১০। বর্দক্ষয় শেষ মুক্তিযুদ্ধের বহমানের শাসনকাল, ১৯৭২-১৯৭৫
ক) বর্দক্ষয় প্রতিফলিত
খ) সংবিধান প্রস্তাবনা
গ) পার্থক্য দাবি দূর প্রনয়ন
ঘ) সম্পর্কের বর্দক্ষয় হতা ও আদর্শিক পাঠ পরিবর্তন
History of the Emergence of Independent Bangladesh

Introduction: Scope and description of the emergence of Independent Bangladesh. Writing on this topic.

1. Description of the country and its people.
a. Geographical features and their influence.
b. Ethnic composition.
c. Language.
d. Cultural syncretism and religious tolerance.
e. Distinctive identity of Bangladesh in the context of undivided Bangladesh.

a. Rise of communalism under the colonial rule, Lahore Resolution 1940.
b. The proposal of Suhrawardi and Sarat Bose for undivided Bengal: consequences.
c. The creation of Pakistan 1947.

3. Pakistan: Structure of the state and disparity.
a. Central and provincial structure.
b. Influence of Military and Civil bureaucracy.

C. Economic, social and cultural disparity

4. Language Movement and quest for Bengali identity
a. Misrule by Muslim League and Struggle for democratic politics.
b. The Language Movement: context and phases.

a. Definition of military rules and its characteristics.
b. Ayub Khan’s rise to power and characteristics of his rule (Political repression, Basic democracy, Islamisation).
c. Fall of Ayub Khan and Yahia Khan’s rule (Abolition of one unit, universal suffrage, the Legal Framework Order).

a. Resistance against cultural aggression and resurgence of Bengali culture.
b. Sheikh Mujibur Rahman and the six point movement.
c. Reactions: Importance and significance.
d. The Agartola Case 1968.

7. The mass-upsurge of 1969 and 11 point movement: background, program and significance.

a. Election result and centres refusal to comply
b. The non co-operation movement, the 7th March, Address, Operation Searchlight
c. Declaration of Independence by Bangabondhu and his arrest

9. The war of Liberation 1971
a. Genocide, repression of women, refugees
b. Formation of Bangladesh government and proclamation of Independence
c. The spontaneous early resistance and subsequent organized resistance (Mukti Fouz, Mukti Bahini, guerillas and the frontal warfare)
d. Publicity Campaign in the war of Liberation (Shadhin Bangla Betar Kendra, the Campaigns abroad and formation of public opinion)
e. Contribution of students, women and the masses (Peoples war)
f. The role of super powers and the Muslim states in the Liberation war.
g. The Anti-liberation activities of the occupation army, the Peace Committee, Al-Badar, Al-Shams, Rajakars, pro Pakistani political parties and Pakistani Collaborators, killing of the intellectuals.
h. Trial of Bangabondhu and reaction of the World Community.
i. The contribution of India in the Liberation War
j. Formation of joint command and the Victory
k. The overall contribution of Bangabondhu in the Independence struggle.

10. The Bangabondhu Regime 1972-1975
a. Homecoming
b. Making of the constitution
c. Reconstruction of the war ravaged country
d. The murder of Bangabondhu and his family and the ideological turn-around.

সহায়কর্ম

1. নীহাবন্ধননায়, রাজনীতিবিদ্যার, নে` জ পাবলিকশন, কলকাতা ১৪০২ সাল।
2. সালাহুদ্দিন আশেমুদ্দিন ও আনানা (সম্পাদিত), বাংলাদেশের মুঢি সংঘাতের ইতিহাস ১৯৫৫-১৯৭১, আধুনিক প্রকাশনী, ঢাকা ২০০২।
3. সিফালুলহরাম (সম্পাদিত), বাংলাদেশের ইতিহাস ১৭০৪-১৭৭২, ৩ খণ্ড, এশিয়াটিক সোসাইটিঅববাংলাদেশ, ঢাকা ১৯৯২।
4. ঢ. হাব্বান-অব-বিশিদ, বাংলাদেশ: রাজনীতি, সরকার ও শাসনতাত্ত্বিক উন্মুক্ত ১৭৫৭-২০০০,নিউ এজ পাবলিশিংস, ঢাকা ২০০১।
5. ঢ. হাব্বান-অব-বিশিদ, রাজনীতিবিদ্যার ও ধার্মিক বাংলাদেশের অভুঘ,আধুনিক প্রকাশনী, ঢাকা ২০০৩।
6. ঢ. হাব্বান-অব-বিশিদ, রাজনীতিবিদ্যার ও ধার্মিক বাংলাদেশের অভুঘ,আধুনিক প্রকাশনী, ঢাকা ২০০৩।
7. ঢ. আদিশাহীশিল্প ও ঢ.মোহম্মদ মোহরবুখ্তন, বাংলাদেশের বিতান্তিতত্ত্ব ইতিহাস ১৭৭৩-১৭৭২, দূর্বল প্রকাশনী, ঢাকা ২০১৩।
8. মুনাতাসিপাই২০৮ ও জয়রমানবাবাই, বাংলাদেশ পাবলিশিংসমাজের ইতিহাস এর বিচার, ঢাকা ২০০৬।
9. আকিদুহবাবাই, অমরেশ্বর আক্ষণলিখিত: মুঢি মুঢি প্রতিপক্ষ সাহিত্য প্রকাশনী, ঢাকা ১৯৯৮।
10. ঢ. মোহম্মদ মোহরবুখ্তন, বাংলাদেশের ইতিহাস, ১৯৫৫-১৯৭১, তুলিন্দি, ঢাকা ২০১১।
11. ঢ. মোহম্মদ মোহরবুখ্তন, বাংলাদেশের ইতিহাস, ১৯৫৫-১৯৭১, সমাপ্ত প্রকাশনী, ঢাকা ২০১২।
12. সুভাষ আনন্দ এসেন, বাংলাদেশ রাজনীতিতে পরাজিতের তুমিকা,দানীপ্রকাশনী, ঢাকা ১৯৮২।

11
১৩. আবুলমালালাবুলমুহিত, বাংলাদেশ: জাতিবাদের উদ্ভূততা প্রকাশ, ঢাকা ২০০০।
১৪. শেখমুজিবরহমন, অসমাপ্ততা অনুপচারিক, দি ইউনিভার্সিটি প্রেসলিমিটেড, ঢাকা ২০১২।
১৫. সিলাঞ্জ উদুন্তী আহমেদ, একত্রবোধের মুক্তিযুদ্ধ: বাংলাদেশের স্বাধীনতা যুদ্ধ প্রকাশ, ঢাকা ২০১২।
১৬. জায়গুলোকবাবায়, বাংলাদেশবাদের ভূতিতত্ত্ব প্রকাশ, ঢাকা ২০১০।


১৯. TalukderManiruzzaman, *Radical Politics and the Emergence of Bangladesh*, Mowla Brothers, Dhaka ২০০৩।

২০. মেহেদার কামাল ও ইশারী, নাচার কৃষ্ণক দিঙ্গার, সমকালীন সামাজিকতা ও ইসলামিক, উত্তরবন্ধু প্রকাশ, ঢাকা ২০০৮।

২১. মেহেদার কামাল, আসাদ ও উন্নয়নের গণচক্রুর্যায়ন, বিবর্ধন, ঢাকা ১৯৮৬।
**Paper Code:** Fin-2001  |  **Marks:** 100  |  **Credits:** 4  |  **Class Hours:** 60  
**Paper Title:** BUSINESS STATISTICS  

1. **Concept of Statistics and Data Collection:** Basic Concepts of Statistics; Types of Statistics; Types of Variables; Data Collection; Data Classification; Levels of Measurement.  
   Sources of Data; Data Collection Methods; Designing & Pretesting a Questionnaire; Classification of Data; Types of Classification.  
2. **Describing Data (Frequency Distributions and Graphic Presentation and Numerical Measures):** Constructing Frequency Table; Constructing Frequency Distributions; Relative Frequency Distribution; Graphic Presentation of a Frequency distribution and Cumulative Frequency Distribution.  
3. **Central Tendency:** Mean; Properties of Arithmetic Mean; Weighted Mean; Median; Mode; Geometric Mean.  
4. **Dispersion:** Measures of Dispersion; Standard Deviation; Mean & Standard Deviation of Grouped & Ungrouped Data.  
5. **Linear Regression and Correlation:** Correlation; Coefficient of Correlation; Coefficient of Determination; Testing the Significance of Correlation Coefficient; Regression Analysis, Standard Error of Estimate; Assumptions of Linear Regression; Confidence and Prediction Intervals.  
6. **Probability Concept:** Approaches to Probability; Rules for Computing Probabilities; Contingency Table; Tree Diagram; Principles of Counting  
7. **Sampling Methods and Central Limit Theorem:** Sampling Methods; Sampling Error; Sampling Distribution of the Sample Mean; the Central Limit Theorem  
8. **Estimation and Confidence Interval:** Point Estimate for a Population Mean; Confidence Intervals for a Population Mean; Confidence Interval for a Population Proportion; Choosing an Appropriate Sample Size; Finite Population Correction Factor.  
9. **One-Sample Test of Hypothesis and Two-sample Tests of Hypothesis:** Procedure for Testing Hypothesis; One-tail Test; Two-tail Test; P-value; Type I and II Error; Testing for Population Mean: for Known Population Standard Deviation and for Unknown Population Standard Deviation. Two-sample Tests of Hypothesis: Independent Samples; Two-sample Tests of Hypothesis: Dependent Samples  
10. **Analysis of variance:** F-distribution; Testing hypothesis of equal population variances; ANOVA: Analysis of variance

**Texts:**  

**Paper Code:** Fin-2002  |  **Marks:** 100  |  **Credits:** 4  |  **Class Hours:** 60  
**Paper Title:** MACRO ECONOMICS  

1. **Overview of Macro Economics:** Key Concepts of Macroeconomics, Aggregate Supply and Demand, Macroeconomics Encapsulated in Three Models, How Economists Think
2. **Measuring Economic Activity/National Income Accounting**: Gross Domestic Product: The Yardstick of an Economy's Performance, Details of the National Accounts, Price Indexes and Inflation


8. **Unemployment**: Measuring Unemployment, Impact of Unemployment, Okun’s Law, Economics Interpretation of Unemployment, Labor Market Issues


**Texts:**


**References:**


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1. **Creating and Capturing Customer Value**: What is marketing? Understanding the marketplace and customer needs. Designing a customer-driven marketing strategy. Preparing an integrated...
marketing plan and program Building customer relationship. Capturing value from customers. The changing marketing landscape.


3. Analyzing the Marketing Environment: The company's microenvironment. The company's macro environment. Responding to the marketing environment.


11. The Global Market Place: Global marketing today. Deciding whether to go global. Deciding which markets to enter. Deciding how to enter the market. Deciding on the global marketing program. Deciding on the global marketing organization.


Text:
1. Philip Kotler & Gary Armstrong, Principles of Marketing, Pearson Prentice Hall

<table>
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<tr>
<th>Paper Code: Fin-2004</th>
<th>Marks: 100</th>
<th>Credits: 4</th>
<th>Class Hours: 60</th>
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<tbody>
<tr>
<td>Paper Title:</td>
<td>PRINCIPLES OF MANAGEMENT</td>
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1. **Introduction**: Meaning; Scope; Importance; Principles; Functions; Rules of managers; Is Management Science or Art? Is Management a Profession? Management as a Career; Global management.
2. **Schools of Management**: History of management; Early contribution to Management; Various Approaches to Management; Taylor's Scientific Management; Functional or Process Approach; Fayol's Principles of management; Human Relations; Behavioral Science Approach; Quantitative Approach; Systems Approach; Contingency Approach; Other Contemporary Approaches to Management.

3. **Planning**: Meaning; Importance; Nature; Types; Steps; Factors Affecting Planning; Planning Techniques; Limits of Planning; Making Planning Effective, Managing Strategy, Current Strategic Management Issues.

4. **Organizing**: Meaning; Nature; Importance; Span of Management; Departmentation Authority and Responsibility; Types of Organization at Structure; Delegation of Authority; Decentralization of Authority; Problems in Organizing, Creating and Managing Team.

5. **Staffing**: Meaning; Purpose; Importance; Recruitment; Selection; Training; Promotion; Developing Managers; Using Manager Inventory Chart.

6. **Leading**: Meaning; Importance; Ingredients of Leadership; Styles of Leadership: Autocratic, Democratic and Free-reign; Likert's System; Managerial Grid Approach; Theories of Leadership.

7. **Motivating**: Meaning; Motivation and Motivator; Importance; The Need - Want - Satisfaction Chain; Theory Motivation; McGregor's Theory X and Theory Y’ Maslow’s Need Hierarchy Theory; Herzberg’s Two Factor Theory; Vroom’s Expectancy Theory; McColland’s Achievement; Motivation Theory: Various Motivation Techniques.


**Text:**
1. Harold Koontz and Heinz, Management A global Perspective

**References:**
1. S.P. Robbin, *Management*
2. Griffin, *Management*

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<tr>
<th>Paper Code: Fin-2005</th>
<th>Marks: 100</th>
<th>Credits: 4</th>
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<td>Paper Title:</td>
<td>MANAGERIAL ACCOUNTING</td>
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2. **Managerial Accounting & Cost Concepts**: Definition of Managerial Accounting, Comparison of managerial accounting and financial accounting, General cost classifications, Product costs versus period costs, Cost classifications on financial statements, Cost classifications for predicting cost behavior.


4. **Cost-Volume-Profit Relationships**: The Basics of CVP Analysis, Break-Even Analysis, CVP Considerations in Choosing a Cost Structure, Structuring Sales Commissions, Sales Mix

5. **Variable Costing**: A Tool for Management: Overview of Absorption and Variable Costing, Income Comparison of Absorption and Variable Costing, Extended Comparison of Income Data, Effect of Changes in Production on Net Operating Income, Choosing a Costing Method
6. **Activity-Based Costing**: An Overview, Costs Are Treated under Activity-Based Costing, Designing an ABC System, The Mechanics of Activity-Based Costing, Comparison of Traditional and ABC Product Costs, Activity-Based Costing and External Reports, The Limitations of Activity-Based Costing

7. **Profit Planning**: The Basic Framework of Budgeting, Preparing the Master Budget, The Budgeted Income Statement


9. **Flexible Budgets and Overhead Analysis**: Flexible Budgets, Variable Overhead Variances—A Closer Look, Overhead Rates and Fixed Overhead Analysis

10. **Segment Reporting and Decentralization**: Decentralization in Organizations, Responsibility Accounting, Decentralization and Segment Reporting, Hindrances to Proper Cost Assignment, Evaluating Investment Centre Performance—Return on Investment, Residual Income


**Text:**
1. Ray H. Garrison, Eric W. Noreen & Peter C. Brewer, Managerial Accounting

**References:**
1. Pierre L. Titard, Managerial Accounting: An Introduction

<table>
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<tr>
<th>Paper Code: Fin-2006</th>
<th>Marks: 100</th>
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<th>Class Hours: 60</th>
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<td>Paper Title:</td>
<td>FINANCIAL MANAGEMENT</td>
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5. **Valuation of Securities**: Concept of Valuation- Bond Valuation- Calculation of Return on Bonds- Current Yield and Yield to Maturity- Valuation of Preferred stock and Common Stock.


7. **Risk Analysis in Capital Budgeting**: Types of project risks, Sensitivity Analysis; Scenario Analysis; Monte Carlo Simulation; Decision Tree Analysis; Incorporating risk in investment decision making – Certainty Equivalent Approach and Risk-adjusted Discount Rate Approach; Capital Rationing; Corporate Strategy and Investment Decision.


9. **Financial Planning and Control**: Financial Planning; Sales Forecast; Projected Financial Statements; Other Consideration in Forecasting; Financial Control – Budgeting and Leverage; Operating Break Even analysis; Financial Break Even Analysis; Use of Leverage for Control.

**Text:**

1. Besley, Scott, and Brigham, E. F, Essentials of Managerial Finance

**Reference:**

2. Gitman, L. J, Principles of Managerial Finance
6. **Legality of Object and Consideration:** What considerations and objects are unlawful, Object or consideration unlawful in part, Effect of illegal agreements on collateral transactions, Test questions and practical problems

7. **Void Agreements:** Expressly declared void agreements, agreements in restraint of marriage agreements in restraint of trade, agreements in restraint of legal proceedings, uncertain agreements, wagering agreements, agreements contingent on impossible events, agreements to do impossible acts, Test questions and practical problems

8. **Contingent Contracts:** Definition, Essentials of contingent contracts, Rules regarding performance of contingent contracts, Difference between a contingent contract and a wagering agreement, Test questions and practical problems

9. **Performance of Contracts:** Who can demand performance, By whom contracts must be performed, Assignments of contracts, Contracts which need not be performed, Test questions and practical problems

10. **Discharge of Contracts:** Discharge by performance, Discharge by mutual consent, Discharge by subsequent or supervening impossibility or illegality, Discharge by lapse of time, Discharge by operation of law, Discharge by breach of contract, Test questions and practical problems

11. **Agency:** Definitions of agent and principal, General rules of agency, Distinction between agent and servant, Who may employ agent, Who may be an agent, Kinds of agents, Rights and duties of agent and principal, Termination of agency.

12. **Contract of Sale of Goods:** Definition and essentials of a contract of sale, Distinction between agreement and agreement to sell, Distinction between sale and hire purchase Test questions and practical problems

13. **Transfer of Property:** Rules regarding transfer of property, Transfer of property in specific or ascertained goods, Transfer of property in unascertained and future goods, Rule of transfer of title on sale


**Texts:**
1. M C Kuchhal, Mercantile Law, 7th Edition
2. Lawrence S Clark & Peter D Kinder, Law and Business, 4th Edition
1. **Principle of Trading**: Basic Terminologies; Benefits and Costs of International Trade; Distinction between Internal and International Trade

2. **Classical Theory of International Trade**: Absolute Advantage Model; Comparative Advantage Model; Law of Reciprocal Demand-Offer Curve Analysis; Changes in Terms of Trade.

3. **International Trade Equilibrium**: Neo-classical Analysis; Trade Equilibrium under constant, increasing, and decreasing cost conditions

4. **Modern Theory of International Trade**: The Heckscher-Ohlin Theorem; Price-Physical criteria of factor Abundance; factor intensity Reversal Argument; Leontief Paradox; Factor Price Equalization Theorem; Stolper-Samuelson Theorem

5. **The Tariff Issue**: Partial & General Equilibrium; Terms of Trade Effects of Tariffs; Theory of Optimum Tariffs; Import Quotas; Terms of Trade Effects of Quotas; Antidumping Tariff; Effective Rate of Protection

6. **The Theory of Customs Unions**: Partial Equilibrium Analysis of Custom Union; General Equilibrium Analysis of Custom Union-Lipsey Model; Vanek Model

7. **The Balance of Payments**: Definitions & Concepts; Current Account, Capital account; Basic Balance; Autonomous and Accommodating Transactions; Mathematical problems.

8. **International Trade Flows**: Factors affecting International Trade Flows; Correcting balance of Trade Deficit; Foreign direct Investment; Role of MNCs; Agencies facilitating International Flows: IMF, WB, WTO, IFC, IDA, RDA. Their policies in LDCs

9. **Exchange Rate Determination**: Relative Inflation; Interest; Income level & Govt. Controls.

10. **International Arbitrage & Parity**: Covered arbitrage; Triangular arbitrage; Locational arbitrage; Purchasing Power Parity (PPP); International Fisher Effect (IFE); Comparison of the IRP, PPP, IFE

**Texts:**


---

1. **Introduction to Management and Organizations**: The importance of interpersonal skills, What managers do, Enter organizational behavior, Complementing intuition with systematic study, Disciplines to the OB field, Challenges and opportunities, OB model.


3. **Attitudes and Job Satisfaction**: Attitudes, Major job attitudes, Job satisfaction, Measuring job satisfaction, Classes of job satisfaction, Impact of satisfied and dissatisfied employees on the workplace.

5. **Personality and Values**: Personality; Definition and measurements, The Myers-Briggs Type Indicator, The Big Five Personality Model, Different personality traits, Values, The importance of values, Terminal vs instrumental values. Generational values, Linking personality and values.

6. **Perception and Individual Decision Making**: What is perception, Person perception, linking perception and decision making, decision making, influences on decision making. Ethics and decision making.

7. **Motivation Concept**: Motivation, Early theories of motivation, Contemporary theories of motivation, Integrating contemporary theories of motivation.

8. **Motivation: From concept to application**: Motivation by job design, Employee involvement, using rewards to motivate employees.

9. **Foundations of Group Behavior**: Defining and classifying groups, stages of group development, Group properties; Roles, Norms, Status, Size, and Cohesiveness, Group discussion making.

10. **Understanding Work Teams**: Difference between groups and teams, Types of teams, Team composition, Team processes, Turning Individuals into Team Players, Pros and cons of teams.

11. **Basic Approaches to Leadership**: Leadership, Trait theories, Behavioral theories, Contingency theories, Leader-Member Exchange theory, Decision theory; Vroom and Yetton’s Leadership participation Model.

12. **Power and Politics**: Power, Contrasting leadership and power, Bases of power, Dependency: the key to power, Power Tactics, Politics, Causes and consequences of political behavior, Ethics and political behavior.


14. **Organizational Culture**: What is organizational culture? What do cultures do? Creating and sustaining culture, How employees learn culture, Creating an ethical organizational culture, Creating a positive organizational culture, Spirituality and organizational culture.

15. **Organizational Change and Stress Management**: Forces for change, Planned change, Resistance to change, Approaches to managing organizational change, Creating a culture for change, Work stress and its management.

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<tbody>
<tr>
<td>Paper Title:</td>
<td>LAW AND PRACTICE OF BANKING</td>
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1. An Overview of Financial and Banking System of Bangladesh
2. Central Banking
4. Different Types of Bank Account & their Operations
5. Negotiable Instrument Act 1881
6. Cheques: Types, Endorsement, Crossing of Cheques and Significance of Crossing
7. Different Forms of Bank Credit/Loans & Advances and Principles of Sound Lending
8. Selection of Good Borrower/Entrepreneur, Sanctioning, Documentation, Disbursement, Supervision, Monitoring and Recovery of Loan
9. CRG- Credit Risk Grading
10. Charging of Securities Security: Concept, Characteristics, Types and Valuation
11. Loan Classification, Provisioning and NPL Management
12. Letter of Credit
13. Modes of Transferring Local and Foreign Remittances
14. BASEL Accord, The Bank Company Act, Money Laundering Act

Texts:
1. P.N. Varsheny, Banking Law and Practice - 19th revised edition
8. **Properties and Pricing of Financial Assets**: Properties of financial assets; Principles of pricing financial assets; Price volatility of financial assets – the effect of maturity, the effect of the coupon rate, effect of the level of yields.

9. **Risk/Return and Assets Pricing Model**: Portfolio theory – investment return and risk; Diversification; Risk of individual security; Estimating beta; Capital asset pricing model and Arbitrage pricing theory.

10. **Primary Markets and the Underwriting of Securities and Secondary Markets**: The traditional process of issuing new securities – underwriting, gross spread, initial public offerings, selling group; Investment bankers; Regulation of primary market; Variation in underwriting process – bought deal, auction process and preemptive rights offering; Private placement of securities; Concept of secondary market; Functions; Trading locations; Market structures; Perfect markets; Role of brokers and dealers; Market efficiency – operational and pricing.

**Texts:**
1. Frank J. Fabozzi, Franco, Foundations of Financial Markets and Institutions
2. Jeff Madura, Financial Markets and Institutions

**Reference:**

**Paper Code:** Fin-3005  **Marks:** 100  **Credits:** 4  **Class Hours:** 60

**Paper Title:** INSURANCE AND RISK MANAGEMENT

**RISK MANAGEMENT**

1. **Introduction and Objectives**: Risk and its Management – Risk, Direct Vs Indirect Expected Losses, Types of Risk Facing Businesses and Individuals, Risk management process and methods.


3. **Risk Identification and Measurement**: Identifying business and individual risk exposures, Evaluating the frequency and severity of Losses.

4. **Pooling Arrangements and Diversification of Risk**: Risk reduction through Pooling independent losses, Pooling arrangements with correlated losses, *Ex Ante* Premium payment Vs *Ex Post* Assessment.

**INSURANCE**

1. **The nature, elimination and spreading of risk**: Introduction of insurance, Objectives of insurance, Elements of risks, Elements of uncertainty, Chance and probability, Response to risk, Spreading risks by insurance, Importance of insurance in our business world, Pooling of risks, Nature, meaning, classification and cost of risk.

2. **Insurable interests**: Law of contract, Subject Matter of insurance contracts, Essential features of insurable interests, Application of insurable interests to different types of insurance, Features common to all branches of insurance, Insurance & Wagering, Assignment.

3. **Utmost good faith**: Introduction, Importance of utmost good faith, Duty of disclosure, Material fact, Breaches of utmost good faith, Void, void able and unenforceable contracts.

5. **The Principle of Proximate Cause**: The Doctrine, Rule of proximate cause, Waiver of the doctrine.


7. **Types of insurance**: Importance, application and contents of Marine insurance, Fire insurance, Aviation insurance, General insurance, Life insurance.


9. **Concept of re-insurance**: Importance of re-insurance, Application of re-insurance, Availability of re-insurance, Law relating to re-insurance


**Texts:**

2. Risk and Insurance, Bangladesh Insurance Academy, Azizul Huq Chaudhuri

**References:**

1. Insurance- Principle & Insurance, 9th editions, M.N. Mishra
2. Fundamental of Risk & Insurance, 8th editions, Emmet J. Vaughan and Therese M. Vaughan

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<td>HUMAN RESOURCE MANAGEMENT</td>
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3. **Personnel Planning and Recruiting**: Workforce Planning and Forecasting, Steps in Recruitment and Selection Process, Planning and Forecasting Tools, Drawbacks to Traditional Forecasting Techniques, Internal Sources of Candidates, Forecasting Outside Candidate Supply etc. Factors Affecting Recruiting, Measuring Recruiting Effectiveness, Recruiting a More Diverse Workforce.

4. **Employee Testing and Selecting**: Testing concept: validity, reliability, Types of tests: tests of cognitive abilities, motor and physical abilities, measuring personality and interests, achievement tests, Work Sample and Simulation: management assessment centre, Background Information and Other Selection Methods.

5. **Interviewing Candidates**: Types of interviews, Interviews formats, Interview Content: Types of Questions, Personal or Individual Interviews etc. Computerized Interviews, Factors Affecting Interviews etc. Designing and Conducting an Effective Interview.

6. **Training & Developing Employees**: Orienting New Employees, Overview of the Training & Development process, Training and Learning, Analyzing training needs. Implementing the
Training Program, Implementing management development program, Managing organizational change program, Evaluating the effectiveness of training.


8. **Managing Careers and Retention**: Career management, Roles in career development, Managing promotions and transfers, Managing employee turnover and retention, Employee life- cycle career management, Managing dismissals.

9. **Pay for performance and financial incentives**: Basic factors in determining pay rates, Job evaluation methods, Creating a market competitive pay plan, Pricing managerial and professional jobs, Contemporary topics in compensation.

10. **Benefits and Services**: The benefits picture today, Pay for time not worked, Insurance benefits, Retirement benefits, Personal services and family-friendly benefits, Flexible benefits programs.

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<td>BUSINESS TAXATION</td>
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2. **Charge of Income Tax and Heads of Income**: Charge of Income Tax, Surcharge, Additional Tax, Minimum Tax; Scope of Total Income, Income Deemed to Accrue or Arise in Bangladesh, Heads of Income, Income from Salaries, Income from Interest on Securities, Income from House Property, Agriculture income, Income from business or profession, Capital gain, Income from other sources.

3. **Set off and carry forward of losses**: Set Off and Carry forward of Losses, Procedures to set off and carry forward of losses, Set off and Carry Forward of Loss in Speculation Business, Carry forward of loss of unabsorbed depreciation

4. **Assessment of individual**: Scope of Income of Individual Assessee, Non-assessable and Tax Credit Income, Tax rate of individuals, Exemptions and allowances, Assessment procedures

5. **Assessment of companies**: Companies; Residential status of companies; Tax withholding; Applicable tax rates for companies; Tax credit; Tax holiday; CSR; Scope of income.

6. **Return of Income**: Requirement to file return of Income, Form of submission of Return, Tax Day, Documents to be submitted along with the Return of Income

7. **Advance payment of tax**: Requirement to pay advance tax; Computation of advance tax; Installment of advance tax; Estimate of advance tax; Failure to pay installment

8. **Double taxation relief**: Double taxation- some basic concepts; Agreement of avoidance of double taxation; Relief in respect of income arising outside Bangladesh; Methods of avoiding double taxation; Tax treaty

Text:
1. Myron, S, Shcoles – Taxes and Business Study- A Planning Approach

Reference:
1. Taxation II, Study Manual (Covering Finance Act of the respective year), CA Professional Level, ICAB.

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<tr>
<td>Paper Title:</td>
<td>AUDITING &amp; ASSURANCE</td>
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1. **Concept of and need for assurance:** What is assurance? Levels of assurance; Audit; Elements of audit engagement; Why is assurance important?; Why can assurance never be absolute?

2. **Obtaining audit engagement:** Obtaining an engagement; Accepting an engagement; Agreeing terms of an engagement; Audit engagement letter

3. **Audit planning:** Planning; Key contents of an overall audit strategy; Understanding the entity; Professional skepticism; Analytical procedures; Materiality; Continuous risk assessment - Audit risk model

4. **Introduction to internal control:** What is internal control? ; Components of internal control - the control environment, Business risk and the entity's risk assessment process, The information system relevant to financial reporting objectives, Control activities and monitoring of controls.

5. **Evidence:** Evidence; Procedures to obtain evidence; Financial statement assertions; Test of control or tests of detail? Computer assisted audit techniques (CAAT); Directional testing.

6. **Sampling:** Selecting items to test- concept of sampling, design of sample, selecting the sample, drawing conclusion from sampling

7. **Audit of revenue system:** Sales ordering- risk, control, Test of controls; Dispatch and invoicing- Risk, Control and test of control; Recording- risk, Control and test of control; Cash collection- risk, Control and test of control.

8. **Audit of purchase system:** Purchase ordering- risk, control, test of controls; Goods inward and recording of invoice- Risk, Control and test of control; Cash payment-risk, Control and test of control

9. **Substantive procedures- key financial statements figures:** Non-current assets- Tangible non-current assets, Intangible non-current assets; Inventory; Receivables; Bank; Payables; Income Statement items

10. **Documentation:** Purposes of documentation; Form and content of documentation; Automated working papers; Filing working papers; Safe custody and retention of documentation; Ownership of and right of access to documentation

11. **Reporting:** Reporting- Types of opinion, Contents of audit report, Example of audit report, Circumstances when a modification to the auditor's report is required; Determining the type of modification to the Auditor's Opinion; Audit report with qualified opinion; Audit report with adverse opinion; Audit report with disclaimer of opinion

12. **Codes of professional ethics:** Professional ethics; IFAC Code; ICAB Code

Text:
1. Auditing: An Integrated Approach, Alvin Arens, James Loebbecke
Reference:

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<td>Paper Title:</td>
<td>GOVERNMENT FINANCE</td>
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2. **Positive and normative analysis:** The role of the theory, Experimental Studies, observational Studies, Quasi- Experimental Studies, Welfare Economics, The First and Second Fundamental Theorem of Welfare Economics, Market efficiency, Efficiency and Equity, Market Failure.
5. **Income redistribution- conceptual issues:** Distribution of income, Interpreting the distributional data, Rationales, Simple Utilitarianism, The maximum criterion, Pareto efficient income, Redistribution, Non-individualistic views, other considerations.
6. **Cost-benefit analysis:** Present value, Private Sector Project valuation, Discount Rate for Government Projects, Valuing Public Benefits and Costs, Games Cost-Benefit Analysts Play, Distributional Considerations, Uncertainty.
7. **Taxation and income distribution:** Tax Incidence: General Remarks, Partial Equilibrium Models- unit tax on commodities, Ad valorem taxes, taxes on factors, commodity taxation without competition, profit taxes, tax incidence and capitalization; General Equilibrium Models- Tax equivalence relations, The Harberger model, analysis of various taxes.
8. **Taxation and efficiency:** Excess Burden defined, Excess burden measurement with demand curves, Differential taxation of inputs, Does efficient taxation matter?
10. **Deficit finance:** How big is the debt?- Interpreting deficit, surplus and debt numbers, The burden of the debt, To tax or to borrow?- Benefits received principle, intergenerational equity, Efficiency considerations, macroeconomic, moral and political considerations.

**Texts:**
2. Economics of the public sector by Joseph E. Stiglitz (3rd Edition)

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<td>Paper Title:</td>
<td>COMMERCIAL BANK MANAGEMENT</td>
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1. **Banks and Financial Services:** An overview of Banks and their financial services, Contemporary conditions of Banking Industry in Bangladesh.
2. **Financial statements of Banks**
3. **Asset Liability Management (ALM):** Determining and measuring the interest rates and controlling a bank’s interest sensitive gap
4. **Asset Liability Management (ALM):** ALM strategies, concept of duration and managing a bank’s durations and risk management tools like VAR etc.

5. **Introduction to Commercial Lending**

6. **Process of Commercial Lending**

7. **Managing Liabilities**

8. **The investment Functions in Banking**

9. **Liquidity management of Commercial Bank:** Liquidity and Reserve Management Policies and strategies with special focus in BD


11. **Stress Testing of Commercial Banks:** Stress Testing Guideline -2010 of Bangladesh Bank

12. **Use of Derivative Instruments:** Using Futures and Forwards, Swaps and other Hedging Tools in Asset-Liability Management:

13. **Commercial Bank Management in Bangladesh**

**Texts:**

1. Commercial Banking: The Management of Risk by Fraser, Gup & Kolari, 3rd Edition


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<td>Paper Title:</td>
<td>E-COMMERCE &amp; E-BANKING</td>
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1. **Electronic Banking: An Introduction:** Definition, evolution, stakeholders, significance, limitations and E-banking in Bangladesh.

2. **Fundamentals of E-banking & Its Delivery Channels:** Classifications of e-banking, e-banking services in Bangladesh, components, delivery channels and their risks etc.

3. **Data Communication & Network Infrastructure for E-banking:** Internet banking, four phases, developing internet banking offering, use of IT, computer networking, data communication, data transmission etc.

4. **Plastic Money/ E-Cash & Electronic Payment System:** Types of plastic money, types of card transactions, card fraud and prevention, electronic payment systems & security, BACH, MICR etc.

5. **Mobile Financial Services:** Mobile vs. online banking, architecture of mobile banking, advantages & disadvantages, security requirement, mobile banking in Bangladesh etc.

6. **Security Issues of Online Banking & Business:** Computer security risks, fundamentals of network & internet security, core principles, security in e-banking, cyber crime, guidelines on IT risk management etc.

7. **E-Commerce: The Revolution is Just Beginning:** Definition, e-commerce vs. traditional commerce, e-commerce vs. e-business, features, types/business models of e-commerce, organizing themes of e-commerce benefits, limitations, technologies, E-commerce in Bangladesh etc.


9. **E-Commerce Infrastructure: Internet, Web & Mobile Platform:** Key technology concepts of internet, cloud computing model, internet today & future infrastructure, web features & services, mobile apps etc.
10. **Building an E-Commerce Presence:** Imagination, Systematic approach, software & hardware, other site tools, mobile websites & apps etc.

11. **E-Commerce Security & Payment Systems:** E-commerce security environment, security threats & solutions, management policies, payment systems etc.

12. **E-Commerce Marketing & Advertising Concepts:** Internet audience & consumer behavior, Digital marketing & advertising strategies, internet marketing technologies, cost & benefits of online marketing etc.

13. **Social, Mobile & Local Marketing:** Social marketing in Facebook, Twitter & Pinterest, Mobile marketing, local marketing etc.

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**References:**


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<td>FINANCIAL STATEMENT ANALYSIS &amp; VALUATION</td>
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2. **Accounting Analysis:** Incentives for distortion of earnings; Factors Influencing Accounting Quality; Steps in Accounting Analysis; Implementing Accounting Analysis; Distortions in Assets, Liabilities and Equity.

3. **Financial Analysis Techniques:** The Financial Analysis Process, Analytical Tools and Techniques, Common Ratios Used in Financial Analysis, Three Factor Du Pont Analysis; Five Factor Du Pont Analysis; Alternate Decomposition of ROE; Equity Analysis, Credit Analysis, Business and Geographic Segments, Model Building and Forecasting; Cash Flow Statement and Analysis.

4. **How financial statements are used in valuation:** Multiple analysis, Screening with multiples, Asset-backed valuation, Fundamental analysis, The architecture of fundamental analysis.

5. **Cash accounting, accrual accounting and discounted cash flow valuation:** The dividend discount model, The discounted cash flow model, Reverse engineering, Simple valuation models, FCFF and FCFE Valuation Approaches, Forecasting Free Cash Flow.

7. **The Analysis of the statement of shareholder's equity:** Reformulating the statement of owner’s equity, Dirty-surplus accounting, Hidden dirty surplus.

8. **The Analysis of the balance sheet and income statement:** Reformulating the balance sheet, Reformulating the income statement.


10. **Full-information forecasting:** Valuation and business strategy analysis – Financial statement analysis: focusing the lens on the business.

11. **Credit Analysis and Distress Prediction:** The market for credit; Credit Analysis Process; Financial Statement Analysis and Public Debt- Debt Rating, Factors affecting debt ratings; Predicting Financial Distress and turnaround.

12. **Private Company Valuation:** The Scope of Private Company Valuation, Definitions (Standards) of Value, Private Company Valuation Approaches

Text:


References:

1. Financial Statement Analysis by George Foster

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<td>CORPORATE FINANCE</td>
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1. **Corporate Finance:** The Balance-Sheet Model of the firm; Capital Structure and The Financial Manager; Goals of the Corporate Firm—Agency Costs and Set-of-Contracts Perspectives; Managerial Goals; Separation of Ownership and Control.

2. **Capital Structure Theory & Policy:** Pie theory, Can an Optimum Capital Structure be determined? MM proposition-I & II, Firm Value and Financial Leverage, Taxes – corporate taxes; Expected returns & leverage; Capital Structure & Cost of Capital; Capital Structure: Limits to the use of debt — cost of financial distress, — personal & corporate taxes; Debt signaling, Pecking order theory explaining financial choices, Agency theory and its effects on capital structure; Checklist.

3. **Dividend Policy:** Dividend, Types of Dividend, Methods of Dividend Payment, Dividend versus Capital Gains, Dividend and Firm value — Dividend irrelevance argument, Homemade Dividend, Bird-in-the-Hand fallacy, Market imperfection & taxes; Real world factors favoring a high dividend policy, A Resolution of Real world factors — Linter model; Information content of dividend (Dividend Signaling), clientele effects; Ex-dividend stock price behavior, Common Stock Repurchase, Stock Dividend and Stock Split; What we know and do not know about dividend policy.


5. **Mergers & Acquisition:** Forms of Acquisition, tax forms of Acquisition; Accounting for Acquisition; rationale for mergers and takeovers, The NPV of a merger; methods and financing
techniques and strategies to foil takeover. Corporate restructuring and control: asset engineering and financial structuring — assets sales, spin off, divestitures—equity carve out.


7. Distress Analysis — Financial Distress and Bankruptcy, What Happens in Financial Distress; Bankruptcy Liquidation and Reorganization, Indicators of financial distress, Multivariate Models of Distress Prediction–Multiple Discriminant Analysis (MDA), Altman’s Model–Z Score analysis; CRG Score

Text:

References:
1. Principles of Corporate Finance by Brealey and Myers, 6th Edition

### Table

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<td>INVESTMENT ANALYSIS &amp; PORTFOLIO MANAGEMENT</td>
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**Investment Analysis**

1. **Introduction to Investment Analysis:** Investment, Measures of Risk and Return, Determinants of Required Rate of Return, Relationship between Risk and Return

2. **Securities Markets:** Market; Primary and Secondary market; Security Exchange and OTC market; Analysis of exchange market; Changes in the securities market

3. **Introduction to Security Valuation:** Three-step valuation process; Theory of valuation; Valuation of alternative investments; Relative valuation techniques


5. **Technical Analysis:** Benefits of and Challenges to the assumptions and Technical Trading Rules; Technical Trading Rules and Indicators

6. **Bond Valuation:** Bond Fundamentals and Basics of Bond Valuation, Duration

**Portfolio Management**

1. **Industry Perspective:** The Portfolio Management Process (PMP): Theoretical foundations (MVA vs. Behavioral approach); Industry Structure – buy-side and sell-side perspectives, Roles of AMCs and Brokerage firms

2. **MVA Theoretical Foundation:** Mean Variance Analysis: Theory, Measuring expected risk & return of portfolio, Two risky assets, Many risky assets, Delineating efficient portfolio, Shape of the Portfolio Possibilities Curve (PPC), Minimum Variance Portfolio (MVP), The efficient frontier with riskless lending & borrowing
3. **Portfolio Construction**: Portfolio Construction: Efficient frontier for alternate scenarios – Short sales allowed with riskless lending & borrowing, Short sales allowed but no riskless lending & borrowing, riskless lending & borrowing with short sales not allowed, No short selling and no riskless lending & borrowing, The Correlation Structure of Security Returns: (a) The single index model, (b) multi index model & grouping activities.


5. **Performance Evaluation**: Evaluation of Portfolio performance and stylized portfolio management: (a) Composite portfolio performance measures (Sharpe ratio, Treynor ratio, M square, Jensen’s alpha & (b) Performance attribution analysis: Analyzing sources of risks, Active return and active risk, constructing tracking portfolio or stylized portfolio etc.


**Texts:**
1. Reilly and Brown, Investment Analysis & Portfolio Management

**Reference:**

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<td>WORKING CAPITAL MANAGEMENT</td>
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1. **Introduction to Management of working capital**: Working capital defined, Nature and importance of working capital, permanent and variable, gross and net working capital, determinants of working capital, policies for financing current assets, issues in w/c management, needs for working capital, levels of working capital, working capital management, risk return trade off, estimating w/c needs.

2. **Aggregate liquidity and working capital management**: Concepts of aggregate liquidity, traditional vs. modern approaches to measure aggregate liquidity, strategies for aggregate liquidity management.

3. **Liquidity and cash flow management**: Cash mgt, cash management cycle, strategies for cash mgt, motives for holding cash or near cash items, role of money market, different types of float, holding cash and marketable securities, managing cash collection and disbursements, floatation and cheque clearing, use of lockbox, lockbox location problem, factors to be considered for lockbox location problems, cash concentration strategies, investing surplus cash in marketable securities, selecting investment opportunities, types of short term investment opportunities, management of disbursement float, controlled disbursement, zero balance accounts, electronic fund transfer, remote disbursement.

4. **Cash Forecasting**: Needs and types of forecasting cash flows, traditional forecasting techniques, cash cycle, fluctuating levels of cash, types of cash forecast, items to be forecasted, methods of cash forecasting, forecasting collections from accounts receivable, distribution of a daily forecast, sources of uncertainty in cash forecasting, problems with certainty approach, estimating uncertainty in cash forecasts, hedging cash balance uncertainties.

6. **Trade credit and credit granting decision**: Needs for credit sale, different types of credit terms, credit standards, costs of credit granting decision, credit granting decisions for different types of clients, different models for taking efficient credit granting decisions, multiple discriminant analysis.

7. **Monitoring Accounts Receivables**: Importance of monitoring accounts receivables, techniques of monitoring (aging schedule, average collection period, collection experience matrix) factoring.

8. **Inventory Management**: Importance of carrying inventory, alternatives to holding inventory, cost of inventory management, characteristics of inventory situations, approach in inventory strategy, EOQ model and other related issues, variations on the basic EOQ model, safety stock strategy for handling uncertainty, monitoring inventory balance.

9. **Working capital management practices in Bangladesh: Case studies**

**Texts:**
1. Frederick C. Scherr, Modern Working Capital Management: Text and Cases
2. Terry S. Maness and John T. Zietlow, Short-Term Financial Management

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<td><strong>Paper Title</strong></td>
<td>STRATEGIC MANAGEMENT</td>
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1. **Strategic Leadership: Managing the strategy-making process for competitive Advantage**: Strategic leadership, Competitive advantage and superior performance; Strategic managers, The strategic making process, Strategy as an emergent process, Strategic planning in practice, Strategic decision making, Strategic leadership

2. **External analysis: The identification of opportunities and threats**: Defining an industry; Competitive forces model; Strategic groups within industries; Industry life cycle analysis; Limitations of models for industry analysis; The Macro environment

3. **Internal analysis: Distinctive competencies, competitive advantages and profitability**: The roots of competitive advantage; The value chain; The building blocks of competitive advantage; Business models, The value chain and generic distinctive competencies; Analyzing competitive advantage and profitability; The durability of competitive advantage; Avoiding failure and sustaining competitive advantage

4. **Building competitive advantage through functional-level strategies**: Achieving superior efficiency; Materials management, Just-in-time systems and efficiency; Achieving superior quality; Achieving superior innovation; Achieving superior responsiveness to customers

5. **Business level strategy**: Low cost and differentiation; Who are our customers? Market segmentation; Business-level strategy choices; Business-level strategy, Industry and competitive advantage; Implementing business-level strategy; Competing differently: searching for a blue ocean

6. **Business level strategy and the industry environment**: Strategies in fragmented industries, Strategies in embryonic and growth industries, Strategies in mature industries; Strategies in declining industries, Industry fragmentation, Herfindahl-Hirschman Index

7. **Strategy in a global environment**: Global and national environment, Increasing profitability and profit growth through global expansion; Cost pressures and pressures for local responsiveness; Choosing a global strategy; The choice of entry mode; Global strategic alliances

8. **Corporate level strategy**: Horizontal integration, Vertical integration and strategic outsourcing; Corporate level strategy and the multi-business model; Horizontal integration: single-industry
9. **Corporate level strategy**: Related and unrelated diversification: Increasing profitability through diversification; Diversification types; The limits and disadvantages of diversification; Choosing corporate-level strategy; Entering new industries – internal new ventures; Entering new industries – acquisitions; Entering new industries – joint ventures.


Textures:

References: