

# NATIONAL UNIVERSITY



## Syllabus Department of Management

*Detailed Syllabus of Third Year*

**Four-Year B.B.A. (Honours) Course  
Effective from the  
Session : 2009–2010**



**National University**  
**Syllabus for 4 years BBA Honours Course**  
Subject : Management

**Third Year (Honours)**

**Third Year: 32 Credit Hours**

Course No.	Course Title	Marks	Credit Hours
2672	Office Management	100	4
8267	Supply Chain Management-I	100	4
2673	Legal Environment of Business	100	4
8251	Management Accounting (in English)	100	4
8242	Financial Management (in English)	100	4
8241	Banking and Insurance Theories, Laws and Accounts	100	4
8266	Marketing Management	100	4
8264	Entrepreneurship	100	4
	<b>Total =</b>	<b>800</b>	<b>32</b>

<b>Course Code</b>	<b>2672</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title</b>	<b>Office Management</b>			

- 1. Introduction:** Meaning and importance of office and office management, functions of office, nature and scope of office management, modern concept of office management characteristics of office work, departmentation, centralization and co-ordination of office work, office workers and their job, status and qualities of an office manager.
- 2. Office Accommodation:** Selecting the location of office, its environment and decoration; layout — its importance, objectives, types, space planning, advantages of good layout.
- 3. Office Furniture and Equipment:** Furniture — types, selection and layout; office mechanisation — its objects, advantages and disadvantages, office machine — classification : computer, printer, scanner, photocopiers, fax machine, MFOM; factors of machine selection, use of labour saving devices.
- 4. Record management:** Purposes of record keeping and management, procedure; filing — importance, methods, principles, selecting filing equipments and requirement of good filing; Indexing — importance, methods and steps of indexing.
- 5. Office manual and office forms:** Definition and importance, types of office manual, steps in preparing office manual, features of a good office manual and designing office form.
- 6. Office work measurement and cost control:** Importance and purposes of office work measurement, methods of measurement and limitation nature and importance of office cost control and methods of its cost control.
- 7. Office Secretary:** Definition, types, importance & necessity, qualities of a secretary, functions and duties of a private secretary; company secretary— appointment, qualification, functions, rights, duties and liabilities and legal position.
- 8. Meetings:** Various types of meetings, prerequisites of valid meetings, preparing agenda, notice, minutes, motion and resolution of different meetings, quorum, proxy, methods and procedures of voting.
- 9. Office Correspondence and Report writing:** Drafting of official and semi-official letters, procedures of writing reports, features of a good report, statutory report, directors, report Sand annual report and procedures for handling different types of mail, GEP, EMS, IPS and courier services.
- 10. Office management in Bangladesh:** Characteristics, importance, various types of office employees and their salary & fringe benefits, office disciplines etc.

#### **Book References:**

1. G.R. Terry : Office Management and Control
2. S. P. Arora : Office Organization and Management
3. Whited, Geoffery : Office Practice
4. Leffingwell and Robinson : Office Management
5. B.N. Tandon : Manual Office Management and Correspondence

<b>Course Code</b>	<b>8267</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title</b>	<b>Supply Chain Management-I</b>			

- 1. Understanding the Supply Chain:** What is a Supply Chain?-Historical Perspective-The objective of a Supply Chain-The Importance of a Supply Chain-Decision Phases in a Supply Chain-Process Views of a Supply Chain.
- 2. Supply Chain Performance- Achieving Strategic Fit and Scope:** Competitive and Supply Chain Strategies-Achieving Strategic Fit-Expanding Strategic Scope-Obstacles to Achieving Strategic Fit.
- 3. Supply Chain Drivers and Metrics:** Impellers of Supply Chain-Drivers of Supply Chain Performance-Framework for Structuring Drives-Facilities-Inventory-Transportation-Information-Sourcing-Pricing-Obstacles to Achieving Strategic Fit.
- 4. Designing Distribution Networks and Applications to e-Business:** The Role of Distribution in the Supply Chain-Factors Influencing Distribution Network Design-Design Options for a Distribution Network-e-Business and the Distribution Network. Distributions Channels of Agricultural Product, FMCG Sector and Commodities in Bangladesh-Distribution Networks in Practice.
- 5. Network Design in the Supply Chain:** The Role of Network Design in the Supply Chain- Factors influencing Network Design Decisions- Framework for Network Design Decisions- Models for Facility Location Design Decisions- Models for Facility Location and Capacity Allocation- The Role of IT in Network Design-Networking Tradition with Modernity- Making Network Design Decisions in Practice- The Impact of Uncertainty on Network Design
- 6. Designing Global Supply Chain Networks:** The Impact of Globalization on supply Chain Networks- The Off shoring Decision: Total Cost- Risk Management in Global Supply Chains- The Basic Aspects of Evaluating Global Supply Chain Design- Evaluating Network Design Decision Using Decision Trees- AM Tires; Evaluation of Global Supply Chain design Decisions Under Uncertainty- Making Global Supply Chain Design Decisions Under Uncertainty in Practice-Uncertainty in Global Supply Chain Operations.
- 7. Demand Forecasting in a Supply Chain:** The Role of Forecasting in a Supply Chain-Characteristics of Forecasts- Components of a Forecast and Forecasting Methods- Basic Approach to Demand Forecasting- Time-Series Forecasting Methods- Measures of Forecast Error-Forecasting Demand. The Role of IT in Forecasting- Risk Management in Forecasting- Forecasting in Practice.
- 8. Aggregate Planning in a Supply Chain:** The Role of Aggregate Planning in a supply Chain- The Aggregate Planning Problem- Aggregate Planning Strategies- Aggregate Planning in Excel- The Role of IT in Aggregate Planning- Inventory Planning and Economic Theory Aberrations-Implementing Aggregate Planning in Practice.
- 9. Sales and Operations Planning-Planning Supply and Demand in a Supply Chain:** Responding to Predictable Variability in the Supply Chain- Managing Supply- Managing Demand-Implementing Sales and Operations Planning in Practice- Tacking Predictable Variability in Practice.

#### **Books Recommended:**

Sunil Chopra, Peter Meindl & D. V. Kalra, Supply Chain Management: Strategy, Planning and Operation, 4<sup>th</sup> Edition, Pearson Education

<b>Course Code</b>	<b>8251</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>MANAGEMENT ACCOUNTING (in English)</b>			

- 1. Introduction:** Definition of Management Accounting and Its Relation with Financial and Cost Accounting, Management Accounting and Decision Making, Importance of Ethics, Management Accounting in Service and Nonprofit Organizations, Cost-Benefit and Behavioral Considerations, Management Process and Accounting, Planning and Control for Product Life Cycles and the Value Chain, Career Opportunities in Management Accounting, Changes in Business Processes and Management Accounting, Management Accounting Profession.
- 2. Cost Concepts and Classifications:** General Cost Classifications- Cost Classifications on Financial Statements - The Flow of Cost in a Manufacturing Company- Cost Classifications Predicting Cost Behavior- Cost Classifications for Decision Making.
- 3. Absorption and Variable Costing:** Variable and Absorption Costing, Variable vs. Absorption Costing: Operating Income and Income Statements, Absorption Costing and Performance Measurement, Comparing Inventory Costing Methods: Absorption, Variable, & Throughput/Super-Variable Costing, and Actual, Normal & Standard Costing; Denominator-Level Capacity Concepts and Fixed-Cost Capacity Analysis, Choosing a Capacity Level for different purposes, Planning and Control of Capacity Costs.
- 4. Cost-Volume-Profit Relationships:** Identifying Resources, Activities, Costs, and Cost Drivers, Variable and Fixed Costs, CVP Analysis: Computing the Break-Even Point (BEP), Graphing the BEP, Changes in Fixed Expenses, Changes in Unit Contribution Margin, Target Net Profit and an Incremental Approach, Multiple Changes in Key Factors; Additional Uses of CVP Analysis: Best Cost Structure, Operating Leverage, Margin of Safety, Contribution Margin and Gross Margin; Nonprofit Application of CVP Analysis, Sales-Mix Analysis, Impact of Income Taxes.
- 5. Relevant Costs for Decision Making:** Management's Decision-making Process-Identifying Different Costs and Benefits- Different Costs for Different Purposes-The Incremental Analysis Approach-Types of Incremental Analysis- Accept an Order at a Special Price-Make or Buy-Sell or Process Further-Retain or Replace Equipment- Eliminate an Unprofitable Business Segment-Allocate Limited Resources.
- 6. Budgeting and Budgetary Control:** Budgets and the Organization; Potential Problems in Implementing Budgets, Planning Horizon (Strategic Plan and Long-Range Planning); Types of Budgets: Master Budget (Pro Forma Statements) and Continuous Budgets (Rolling Budgets); Components of a Master Budget: Operating Budget/Profit Plan (Sales budget, Purchases budget, Cost of goods sold budget, Operating expenses budget, Budgeted income statement), and Financial budget (Capital budget, Cash budget, Budgeted balance sheet); Preparing the Master Budget; Activity-Based Master Budgets (Functional Budgets and Activity-Based Budgets)..
- 7. Flexible Budget:** Flexible Budget and Fixed Budget-Characteristics of Flexible Budget-Advantages of Flexible Budget-Segregation of Semi-variable Cost-Preparation of Flexible Budget.
- 8. Standard Costing:** Concepts-Standards and Budgets-Advantages of Standard Costing-Analysis of Material, Labor and Overhead Variances.

#### **Books Reference:**

1. C. T. Horngren, G. L. Sundem, W. O. Stratton, J. Schatzberg, and D. Burgstahler. *Introduction to Management Accounting* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.
2. Ray H. Garrison, Eric W. Noreen, and Peter C. Brewer. *Managerial Accounting* (Latest Edition). Boston: McGraw-Hill & Irwin.
3. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan. *Cost Accounting: A Managerial Emphasis* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.

<b>Course Code</b>	<b>8242</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>FINANCIAL MANAGEMENT (in English)</b>			

- 1. Goals and Functions of Finance:** Meaning of Financial Management; Financial Goal: Maximize Shareholder Wealth; Maximization of EPS; Corporate decisions, Importance of Financial Management, Factors influencing financial decisions. Agency Problems, Dealing with Agency Problems; Principle of Financial Management; Social Responsibility; Corporate governance.
- 2. Capital Budgeting and Risk Analysis:** Risk Evaluation Approaches-Certainty Equivalents (CE), Risk-adjusted Discounted Rates (RADR), CE vs RADR., Probability Distribution Approach, Decision Tree Approach, Behavioral Approach for Dealing with Risk-Sensitivity Analysis, Simulation.
- 3. Theory of Capital Structure:** Introduction to the Theory; Assumptions and Definitions; NI Approach, NOI Approach and Traditional Approach; Modigliani-Miller (MM) Position; Arbitrage process; Taxes and Capital Structure; Corporate plus Personal Taxes; Merton Miller's Equilibrium; Effects of Bankruptcy Costs, Tradeoff model, Pecking order theory.
- 4. Dividend Policy:** Procedural Aspects of Paying Dividends; Types of Dividend Policies; Factors Affecting Dividend Policy; Dividend Payout Irrelevance; Arguments for Dividend Payout Matter; Impact of Other Imperfections; Financial Signaling; Share Repurchase; Method of Repurchase; Repurchasing as Part of a Dividend Decision; Stock Dividends; Stock Splits.
- 5. Capital Market Financing:** Public Offering of Securities; Traditional Underwriting, Best Efforts Offering, Making a Market, Shelf Registrations, Flotation Costs, Government Regulations for Issuing Securities, SEC Review, SEC Regulations in the Secondary Market, Selling Common Stock Through a Rights Issue, Value of Rights, Success of the Offering, Standby Underwriting, Oversubscriptions, Rights Issue vs. Public Offering, Green Shoe Provision, Financing a Fledgling, Initial Public Offerings, Information Effects of Announcing a Security Issue; Types of Long-term Debt Instruments; Retirement of Bonds; Preferred Stock and its Features; Common Stock and its Features; Bond Refunding.
- 6. Lease Financing:** Definition of Lease, Types of Leases, Leasing Arrangements, Advantages and Disadvantages of Lease, Lease versus Purchase Decision, Leasing in Bangladesh-Problems and Prospects.
- 7. Working Capital Management:** Importance, Determinants of Working capital, Policies for Financing Current Assets, Operating Cycle and Cash Conversion Cycle, Estimating Working Capital Requirement.

#### **Books Recommended:**

1. James C. Van Horne. *Financial Management and Policy* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.
2. James Van Horne and John M Wachowicz. *Fundamentals of Financial Management* (Latest Edition). Upper Saddle River, New Jersey: Prentice Hall.

<b>Course Code</b>	<b>2673</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>Legal Environment of Business</b>			

- 1. The Contract Act, 1872:** Definition of contract–Essentials of contract–Communication, acceptance and revocation of proposals–Contracts, voidable contracts and void agreements–Consignment contracts–Contracts which must be performed–Time and place of performance–Contracts which need not be performed–Breach of contract–Indemnity and guarantee–Bailment–Bailment of pledges–Agency, appointment and authority of agents, sub-agents, revocation of authority, agent’s duty to principal, principal’s duty to agent.
- 2. The Sale of Goods Act, 1930:** Formation of the contract–Effects of the contract–Performance of the contract–Rights of unpaid seller against the goods- Suits for breach of the contract.
- 3. The Negotiable Instruments Act, 1881:** Promissory notes, bills of exchange and cheques–Negotiations–Payment and interest–Discharge from liability on notes, bills and cheques–Notice of dishonour–Special provisions relating to cheques–Special provisions relating to bills of exchange–Penalties in case of dishonour of certain cheques for insufficiency of funds in the accounts
- 4. The Partnership Act, 1932:** The nature of partnership–Relations of partners to one another–Relations of partners to third parties–Incoming and outgoing partners–Dissolution of a firm–Registration of firms.
- 5. The Bangladesh Labor Act, 2006:** Important Statutory Definitions: Factory, Worker, Employer, Commercial Establishment, Industrial Establishment; *Summary of major provisions on:* Employment and Conditions of Services, Employment of Adolescent, Provisions of Health, Hygiene, Safety and Welfare Measures, Working hours and leave, Trade Union and Industrial relations, Dispute resolution, Workers’ Participation in Companies’ Profits.
- 6. The Arbitration Act, 2001:** Arbitration agreement, Subject matter of arbitration, Different methods of arbitration, Arbitration Tribunal, Arbitral proceedings, Arbitral award, Appeals.
- 7. The Trade Marks Act, 2009:** Registration procedures and duration, Effects of registration, Use of trademark.
- 8. The Bangladesh Environment Conservation Act, 1995:** Restrictions on manufacture, sale etc. of article s injurious to environment–Remedial measures for injury to ecosystem–Environmental Clearance Certificate.

#### **Books Recommended:**

- 1. Dr. Altaf & Hanif** : Legal Environment of Business (Bengali) (Latest Edition)
- 2. Kazi Faruqi & Others** : Business Law (Bengali)

#### **Reference:**

- 1.** The Contract Act, 1872
- 2.** The Sale of Goods Act, 1930
- 3.** The Negotiable Instruments Act, 1881
- 4.** The Trade Marks Act, 2009
- 5.** The Partnership Act, 1932
- 6.** The Bangladesh Labor Act, 2006
- 7.** The Bangladesh Environment Conservation Act, 1995
- 8.** The Arbitration Act, 2001

<b>Course Code</b>	<b>8241</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>BANKING AND INSURANCE THEORIES, LAWS AND ACCOUNTS</b>			

#### **Part-A: Banking Theories, Laws and Accounts (50%)**

- 1. Introduction:** Definition, Evolution, Classification, Functions, Objectives, and Principles of Bank, Functions of commercial bank, Objectives of Commercial Bank, Forms of advance, Types of security, Electronic banking services, Functions of central bank, Credit control of central bank, Principles of note issue, Method/systems of note issue, Role of bank in economic development, Structure of banking system in Bangladesh.
- 2. Banking Company in Bangladesh:** Business and licensing of bank companies, Paid up capital and reserves, Appointment and removal of directors and chief executive officer, Illegal banking transactions by companies, Acquisition of the undertaking of banking companies, Suspension of business and winding up of banking companies, Restriction on loans and advances, Issuance of policy directions by BB, Remission of loans, Classified Loan and Loan Loss Provisions, Operation and management, Inspection and investigation, Submission of return and reports.
- 3. BB's Guidelines for Banks:** Corporate Governance Guidelines, and Guidelines on Risk Based Capital Adequacy for banks.
- 4. Financial Statements of Banking Companies:** Preparation of Financial Statements of Banking Companies as per BB's Guidelines.

#### **Part-B: Insurance Theories, Laws and Accounts (50%)**

- 1. Insurance Company in Bangladesh:** Definition and Evolution of Insurance, Functions, Importance and Classification of Insurance, Essential element of insurance, Insurable interest, Classification of insurance policies under life insurance, marine insurance and fire insurance, Reinsurance.
- 2. Insurance Company in Bangladesh:** Insurance Development and Regulatory Authority (IDRA), Registration and renewals, Determination of premium rates, Capital and deposits, Margin of safety, Insurable interests, Actuarial report and abstract, Registers, Submission of returns, Investment of assets, Solvency margin, Loans and Management, Investigation and power of regulatory authority, Assignment and transfer of policies, Commissions, rebates and management expenses, Distribution of dividend, bonus and profit, Licensing of agents, Survey and surveyors.
- 3. Calculation of Premium and Claims of Insurance:** Calculation of net single and annual premium of life insurance, Methods of payment of claim in life insurance, Calculation of loss and actual claims in marine insurance and fire insurance.
- 4. Financial Statements of Insurance Companies:** Preparation of Financial Statements of Insurance Companies as per Guidelines of the IDRA.

#### **Reference Statutes:**

1. ICAB, *Corporate Laws and Practices* (Professional Stage Application Level).
2. The Banking Companies Act, 1991
3. The Bangladesh Bank Order 1972
4. The Insurance Act, 2010
5. Insurance Development and Regulatory Authority Act 2010.



<b>Course Code</b>	<b>8264</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>Entrepreneurship</b>			

1. **Introduction to Entrepreneurship:** Meaning of entrepreneurship, entrepreneur and intrapreneurship-historical background of the concept of entrepreneurship-entrepreneurial process-causes for interest in intrapreneurship, climate for intrapreneurship-establishing intrapreneurship in the organization-types of entrepreneurship-classification of entrepreneurs-entrepreneur background and characteristics-common qualities of an entrepreneur-role of entrepreneurs in developing countries like Bangladesh-entrepreneurial careers and education-ethics and social responsibility of entrepreneurs-need for the study of entrepreneurship-methods of assessing self entrepreneurial qualities-Theories of Entrepreneurship: Psychological theories, socio-psychological theories and cultural theories, other theories and models of entrepreneurship.
2. **Entrepreneurial Environment and Business Opportunity Identification:** Analysis of business environment-political, economic, legal and technical aspects of environment, environmental scanning procedure, SWOT analysis, techniques of environmental analysis.
3. **Entrepreneurial and Small Business:** Definition of small business, its comparison with large business, features of small business, stages of small business development, role of small business, reasons for success and failure of small business.
4. **Planning of Small Business:** Definition, importance, uses and features of a business plan, steps to develop a business plan, pitfalls to avoid in making business plan.
5. **Financing Small Enterprise:** Planning financial needs, using capital in small business, sources of finances for small firms, working capital and request for institutional loan.
6. **Creativity and Marketing Idea:** Sources of new ideas-innovation and new product development process, production process, production elements and plan, production control process, marketing process and Marketing Plan.
7. **Entrepreneurship and Small Business Development in Bangladesh:** Entrepreneurship development potentiality, need for training and development, problems of organizing entrepreneurship development training, role of SME Foundation, BSCIC and other organization under the entrepreneurship and small business development in Bangladesh- Entrepreneurship Case Analysis. Women Entrepreneurship in Bangladesh.
8. **Business Documents Collection Procedure and Maintenance:** Issuing trade License, collecting TIN Number, VAT registration, Opening Business account with bank and other non-banking financial institutions, collecting association membership, partnership agreement, registration of joint stock companies, registration of cooperative society, registration of foundation, registration of NGO-IRC, ERC, Opening a L/C, Export Documentations-Import documentations-Insurance-fire-environment-Intellectual Property- Trademarks, Patents, Copyrights and Trade Secrets, and other relevant business documents collection procedure and maintenance.
9. **Writing a Business Plan:** Assignment for Internal Evaluation (Marks: 20)

#### **Books Recommended:**

1. Dr. AHM Habibur Rahman : Entrepreneurship (Latest Edition)
2. Robert D. Hisrich & Others, 6<sup>th</sup> Edition, McGraw Hill

<b>Course Code</b>	<b>8266</b>	<b>Marks: 100</b>	<b>Credits: 4</b>	<b>Class Hours: 60</b>
<b>Course Title:</b>	<b>MARKETING MANAGEMENT</b>			

- 1. Defining Marketing for the 21st Century:** Definition of Marketing Management, Key Customer Markets, Core Concepts of Marketing Management, Marketing Management Tasks.
- 2. Developing Marketing Strategies and Plans:** Phases of Value Creation and Delivery, Value Chain, Core Business Processes, Characteristics of Core Competencies, Holistic Marketing, Marketing Plan, Levels of a Marketing Plan, Corporate Headquarters' Planning Activities, Corporate Culture, SWOT Analysis, Porter's Generic Strategies, Marketing Plan Contents.
- 3. Analyzing Consumer and Business Markets:** Analyzing Consumer Markets (Consumer Behaviour, Factors Influencing Consumer Behavior, Psychological Processes Influencing Consumer Responses to the Marketing Program, Consumers' Purchasing Decisions, Mental Accounting)– Analyzing Business Markets (Business Market and its Difference from Consumer market, Participates in the Business-to-Business Buying Process, Business Buyers' Decision-Making, Build Strong Relationships with Business Customers, Buying by Institutional Buyers and Government Agencies).
- 4. Identifying Market Segments and Targets:** Different Levels of Market Segmentation, Divide a Market into Segments, Requirements for Effective Segmentation, Segmenting for Business Markets, Steps in Segmentation Process, Effective Segmentation Criteria, Porter's 5 Forces Model.
- 5. Building Strong Brands:** *Creating Brand Equity:* Brand, the Role of Branding, Brand Equity, Building, Measuring and Managing Brand Equity; *Crafting the Brand Position:* Developing and Establishing an Effective Brand Positioning in the Market, Brand Differentiation Strategies, Means of Differentiation; *Competitive Dynamics:* Expanding the Total Market, Protecting Market Share, Market Challenger Strategies, Market Follower Strategies, Market Nicher Strategies, Product Life Cycles.
- 6. Setting Product Strategy:** Products, Classification of Products, Differentiating Products, Product Design, Factors Affecting a Good Design, Building and Managing Product Mix and Product Lines, Combine Products to Create Strong Co-Brands or Ingredient Brands; Packaging, Labeling, Warranties, and Guarantees as Marketing Tools.
- 7. Designing and Managing Services:** Definition and Classification of Services, Difference of Services from Goods, New Services Realities, Achieving Excellence in Services Marketing, Improving Service Quality, Improving Customer Support Services.
- 8. Developing Pricing Strategies and Programs:** Common Pricing Mistakes, Processing and Evaluating Prices by Consumers, Setting Prices Initially for Products or Services, Adapting Prices to Meet Varying Circumstances and Opportunities, Initiating a Price Change, Responding to a Competitor's Price Challenge.

**Text Book:**

1. Philip Kotler and Kevin Keller. *Marketing Management* (Latest Asian Edition). Upper Saddle River, New Jersey: Prentice Hall.
2. Philip Kotler and Kevin Keller. *Framework for Marketing Management* (Latest Edition). Upper Saddle