

# NATIONAL UNIVERSITY



## Syllabus Department of Management

One Year Master's Course  
Effective from the Session: 2013–2014

# National University

Subject: Management

Syllabus for One-Year Master's Course

Effective from the Session: 2013-2014

<b>Paper Code</b>	<b>Paper Title</b>	<b>Credits</b>
312601	Management Thought	4
312603	International Business	4
312605	Business Research	4
312607	Strategic Management	4
312609	Management Information System	4
312611	Training and Development	4
312613	Compensation Management	4
312614	Term paper	2
312616	Viva-Voce	2
	<b>Total =</b>	<b>32</b>

## Detailed Syllabus

<b>Paper Code : 312601</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Management Thought</b>		

1. **Origin and Development of Management** – Industrial revolution and management – Management as a profession – Scientific method and management science.
2. **Contribution of F.W. Taylor and Henri Fayol to Management Thought** – Scientific management – General principles of management.
3. **Contribution of Behavioral Scientists** – Hawthorne experiment and Elton Mayo – Introduction to the works of Argyris McGregor and Likert.
4. **Contribution of Systems Scientists** – Business managers and public administrations – Models – Formal and informal organizations.
5. **Different Schools of Management Thought** – Management theory Jungles – Problems of semantics.
6. **Management System in the U.K., the U.S.A., Japan and India.**
7. **Management in developing countries with special reference to Bangladesh in the light of the different schools of management thought** – Effects of colonialism – Planned economic development and management – Socio-cultural influence – Management development institutions in Bangladesh.

### Books Recommended:

1. Claude S. George : History of Management Thoughts
2. R. Singh : Management Thought and Thinkers
3. Koontz and O'Donnell : Principles of Management
4. Ernest Dale : Management: Theory and Practices
5. Elton Jaques : The Changing Culture of a Factory
6. Gullet. C. Ray and Dale, Earnest : Readings in Management.
7. Davis, R.C. : Comparative Management
8. Hoque, Khondoker : Management Systems in Bangladesh and Japan: A Comparative Study.
9. Michael & Brooke : International Management: A Review of Strategy and Operation.

*(Further references may be given by the Paper teacher)*

<b>Paper Code : 312603</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>International Business</b>		

1. **Globalization:** Introduction to the field of global business, significance, nature and scope of global business, modes of global business, significance, nature and scope of global business, modes of global business-global business environment-social, cultural, economic, political and ecological factors.
2. **International Business Environment and Business Opportunities:** Economic environment-Social and cultural environment-Legal environment-Political environment-Geographical environment-Business opportunities in developed countries-business opportunities in LDCs.
3. **Balance of Payment:** Concept, components of BOP, and disequilibrium in BOP-causes for disequilibrium and methods to correct the disequilibrium in balance of payment.
4. **Foreign Exchange Market:** Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee-Euro currency market.
5. **World Trade Organization:** Objectives, organization structure and functioning, WTO and India, international liquidity: Problems of liquidity; international financial institutions-IMF, IBRD, IFC, ADB-Their role in managing international liquidity problems.
6. **Global Business Strategy:** Building a global strategy-National economic and demand assessment-Assessing political risk and national controls-Organizations of the multinational planning in an International setting.
7. **Management in the Future:** Management processes in foreign countries-Appling American management theories and abroad-Theory Z-The merge of American and Japanese Management.

#### **Books Recommended:**

1. Michael R. Czinkota, : International Business, Cengage Learning 2008.  
Likka A. Ronkainen & Michael H. Moffett.
2. Bhalla, V.K. and S. : International Business Environment and Business, New Delhi, Shivaramu Anmol, 2003.
3. Charles W.L Hill : Irwin, International Business 3rd Edition, McGraw-Hill, 2000
4. Francis Cherunilam : International Business Environment, Himalaya Publishing House, 2008.
5. Anan.T. Negordhi : International Management.
6. Stetan H. Robock : International Business and Multinational Enterprise.  
and Kenneth Suminouds

7. Arvind V. Phatak : Managing Multinational Corporation.  
 8. Lewis D. Solomen : Multinational Corporation and the Emerging World Order.

<b>Paper Code : 312605</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Business Research</b>		

1. **Meaning** – scope – importance – types and methods.
2. **Research Design:** Definition and outline – Title of research problems – background of the proposed research – rationale of the study – objective of the study – conceptual framework and literature review – hypothesis – methodology – time plan – budget – references and guidelines for an effective research proposal; classification of research design-exploratory – descriptive and casual – designing research proposal relating to management problems in Bangladesh.
3. **Research Proposal:** Object of the study – problems-contents – steps and factors to be considered in preparing a research proposal.
4. **Conceptualizing the Problems:** Concept building-development of working hypothesis – approach to the problem – components of the approach – alternative approaches.
5. **Methodology:** Sources of data – sampling – preparation for collecting data interview schedules – questionnaires and pilot survey – recruitment and training of field investigators – methods of data collection.
6. **Planning the Study:** Data processing and analysis-tabulation – presentation and interpretation of findings-test of hypothesis-normal probability distribution-binomial distribution-chi-square distribution – chi-square test, T-test – Z-test – F-test.
7. **Report Writing:** Documentation – Form of a research Report – Presentation Process-follow-up.
8. **Problems and prospects** of business research in Bangladesh.

#### **Books Recommended:**

1. Forber and vendor : Research Methods in Economics and Business.
  2. Kothari, C.R. : Research Methodology, Methods and Techniques.
  3. Malhotra, N.K. : Marketing Research: An Applied Orientation.
- (Further references may be given by the Paper teacher)*

<b>Paper Code : 312607</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Strategic Management</b>		

1. **Strategic Management** - Strategy and policy – why strategic management – Difference between operation management & strategic management – Strategic management – Elements – Tasks of strategic management.
2. **Framework of Decision Making** – Pay-off matrix – Decision making under uncertainties and risk.
3. **Strategic Advantage Analysis & Diagnosis** – Considering strategic alternatives – Strategic choices.
4. **Implementing Strategy** – Implementation process – Resource allocation – Organizational implementation – Planning systems to implement strategic management – Functional policy implementation lead – Reship implementation.
5. **Evaluation the Strategy** – Control and evaluation process- Motivation to evaluate- Criteria for evaluation – Measuring feedback – Evaluation & corrective action.
6. **Case methods of teaching and analysis** of business problems through cases.

**Books Recommended:**

1. W.F. Glueck and L.R. Jauch : Business Policy and Strategic Management
2. William H. Newman : Business Policies and Management
3. W.T. Greenwood : Business Policy: Management Audit Approach.
4. David W. Miller, & Martin K. Start : Executive Decisions and Operations Research
5. Raymond : Problems in Business Administration
6. Thomas Cichino : Analysis by the Case Method
7. A. A. Thomson and A. J. Strick land : Strategic Management, Boston: Irwin and Mc-Graw-Hill.

*(Further references may be given by the Paper teacher)*

<b>Paper Code : 312609</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Management Information System</b>		

1. **Foundation Concepts:** Basic information systems concepts and the operations, decision – making, and strategic roles of information systems. Other behavioral, managerial, and technical concepts are presented where appropriate in other chapters.

2. **Technology:** Major concepts, developments, and managerial implications involved in computer hardware, software, database management, and telecommunications technologies. Other technologies used in computer-based information systems are discussed where appropriate in selected chapters.
3. **Applications:** How information technology is used in modern information systems to support end user collaboration, enterprise operations, managerial decision – making, and strategic advantage, and artificial intelligence and expert systems.
4. **Development:** Developing information system solutions to business problems using a systems approach to problem solving and application development.
5. **Management:** The challenges and methods of managing information systems technologies, activities, and resources, including information resource management, global IT management, issues in planning and implementing change with IT, and security and ethical challenges.

**Books Recommended:**

1. James A.O'. Brien, : Management Information Systems – Managing IT in the Internet Worked enterprise, Fourth-edition, McGraw-Hill.
2. Kenneth C Laudon : Essentials of Management Information Systems, 5th Edition, and Jane P Laudon Prentice Hall.

*(Further references may be given by the Paper teacher)*

<b>Paper Code : 312611</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Training and Development</b>		

1. **Introduction:** Meaning-Stakeholders of training and development-Relation between education, training and development-training and development-Management development-Objectives-Importance-Dimensions of training and development-Management development process and training-Training and development cycle-Difference between training and learning.
2. **Management Development:** Meaning-Management development process-Net Management Requirements-Need Assessment methods-difference between training and management development.
3. **Orientation:** Definition-Objectives-Importance-Classification of orientation-Possible topics of organizational orientation-Possible topics of departmental and job orientation-- orientation kit-Responsibility for orientation-Length and time-Follow up and Evaluation.
4. **Employee Training:** Definition-Objectives-reasons for training-General benefits-Typical topics of employee training-Forces Influencing the workplace and training-skills needed to manage a diverse work-force-Snapshot of training Practice-Training

investment leaders-roles, competencies, and positions of training professionals-Types of training-Training, learning and motivation-Why training fails.

5. **Problem Identification and Training Needs Assessment:** Needs assessment-Importance-Participants in needs assessment-Methods of needs assessment-Needs analysis process General concept and dimension for needs assessment-Tools and techniques for needs assessment.
6. **Training Program Designing:** Definition-Major phases- Main elements-Needs analysis-Learners analysis-Setting objectives designing training curriculum-Selection of training and development methods and media-Evaluation of program design-Programme logistics.
7. **Methods and Techniques of Training:** Different types of training Methods-Advantages and disadvantages of on the job and off the job training-Steps for effective on the job training-different techniques of on the job training Different techniques of off the job training-Difference between on the job and off the job training.
8. **Implementation and Monitoring:** Planning programme Implementation -Preparing and organizing programme activities-Executing the program.
9. **Training Evaluation and Follow-up:** Meaning-Reasons for evaluation of training-Evaluation process-Outcomes used in the evaluation of training programs-Evaluation design-Types of evaluation design-Influencing factors of evaluation design.
10. **Transfer of Training:** Definition-Importance-Types-Model and various theories-Self Management-sample content of self-management-Obstacles faced in the work environment-work environment characteristics-Positive climate for transfer of training-Levels of management support-Learning organization and its key features.
11. **Training and Development in Bangladesh:** Evolution of training and development in Bangladesh-Importance of Training of Industrial Employees in Bangladesh-Training and Development policy of Bangladesh-Training and Development institutes in Bangladesh & its Performance evaluation process-Problems of training and development-solution of the problems.

#### **Books Recommended:**

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|----------------------|---|---|
| 1. Joseph Prokopenko | : | Management Development: A Guide for the Profession. |
| 2. Raymond A Noe     | : | Employee Training and Development                   |
| 3. Steve Truelove    | : | Training & Development: Theory & Practice           |
| 4. Rolf P Lynton and | : | Training for Development Udai Pareek                |



<b>Paper Code : 312613</b>	<b>-----</b>	<b>Credits : 4</b>	<b>Class Hours : 120 hrs.</b>
<b>Paper Title :</b>	<b>Compensation Management</b>		

1. **Introduction to the Compensation Management:** Concepts, the reward systems, the world of pay and compensation, organizational structure - strategic and tactical compensation issues, legislation's and compensation.
2. **Microeconomic Compensation Concepts:** Job analysis, job description, job evaluation, surveying market pay and compensation practices, designing base pay structure, team-based pay on a knowledge-based world.
3. **Macroeconomic Compensation Concepts:** Measuring and paying for performance, short-term incentives, long-term incentives and wealth building, executive and international compensation, benefits and services, pay delivery administration.
4. **Compensation System Development:** Components of the Compensation System, Employee satisfaction and motivation issues in Compensation design, Internal equity, External equity and Individual equity, Administering Compensation System.
5. **Incentive Compensation and Benefits:** Linking pay to performance, Individual incentives, Group incentives, Executive Compensation, Role of benefits in reward systems, Types of benefits, Indirect Compensation.

#### **Books Recommended:**

1. Richard I. Henderson : Compensation Management in a Knowledge-based World. NJ: Prentice-Hall.
2. Fisher, Schoenfeldt and Shaw : Human Resource Management, Houghton Mifflin Co. USA.

<b>Paper Code : 312614</b>		<b>Credits : 2</b>	
<b>Paper Title :</b>	<b>Term paper</b>		

<b>Paper Code : 312616</b>		<b>Credits : 2</b>	
<b>Paper Title :</b>	<b>Viva-Voce</b>		