

# Curriculum & Information Booklet



**EMBA PROGRAM**

School of Business

**UNIVERSITY OF ASIA PACIFIC**



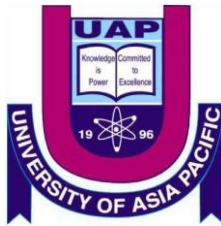
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**Executive Master of Business Administration(EMBA)  
CURRICULUM (OBE)**



**DEPARTMENT OF BUSINESS ADMINISTRATION  
UNIVERSITY OF ASIA PACIFIC**

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## **PART A: PROGRAM OUTLINE**

### **1. Title of the Academic Program**

Executive Master of Business Administration (EMBA), Bangladesh National Qualifications Framework (BNQF) Code: 041

### **2. Name of the University**

University of Asia Pacific (UAP)

#### *University at a Glance*

UAP is one of the first-generation private universities in Bangladesh which came into being in 1996. The curriculum of UAP has been approved by the University Grant Commission (UGC) of the Government of the Peoples' Republic of Bangladesh. The university started its journey offering four-year bachelor's programs in Computer Science and Engineering and Business Administration. UAP has been sponsored by University of Asia Pacific foundation, a non-profit and noncommercial organization based in Dhaka, Bangladesh. The aim of the Foundation is to impart high quality educational programs where next generation will be successful to be innovative, skilled and professionals to cope with the demands of the world. As a result, the graduates will be able to make a positive contribution to the society.

Eminent educationists, industrialists, businessmen, social workers and administrators established the foundation for higher cause of building the nation by qualified,

knowledgeable and skilled graduates. Late Hedayet Ahmed, Former secretary to the government of Bangladesh, Ambassador to Saudi Arabia, and former director of UNESCO for Asia Pacific Region in Bangkok was the founder Vice Chancellor of the university. After his demise, Mr. A. S. M. Shahjahan, Ex-IGP and former Advisor of the Caretaker Government played the role of Vice Chancellor till March, 2003. Prof. Dr. M. R. Kabir was acting Vice Chancellor till September 2004.

The appointment of Prof. Dr. Abdul Matin Patwari as the Vice Chancellor on 7 September, 2004 was a great breakthrough for UAP. A renowned educationist, former Vice Chancellor of BUET and DG IIT (IUT) who served as Vice Chancellor and Chief executive with distinction for more than twenty-three years to achieve the record of longest serving Vice chancellor and Chief Executive among all Commonwealth countries. In 2012, invaluable responsibility of Vice

Chancellor was handed over to the icon in Engineering & Technology to none other but to Prof. Dr. Jamilur Reza Choudhury. He is well known as an eminent educationist, engineer and former Advisor to the care taker Government. UAP is privileged and honored to have him as the Vice Chancellor who in 2017 had also received “Akushe Padak” recognized as the highest honor & reward nationally. He was the chairman of the International Panel of Experts for the mammoth Padma Multipurpose Bridge project.

At present, (from 14<sup>th</sup> February, 2022), Professor Dr. Qumrul Ahsan, an eminent academician with more than 31 years of experience in university teaching and research in different positions at AUST, UTeM, and BUET joined the league of extraordinary.



UAP has recently received the Permanent Certificate from the Ministry of Education, Government of the People’s Republic of Bangladesh as it met all the requirements of University Grants Commission and Private University Act, 2010. UAP is on top 2 among private universities of Bangladesh in Scimago Institution Ranking, 2022.

### **3. Vision of the University**

UAP steadfastly holds its passion to do better and better in fulfilling our young generation's needs and aspirations for a caring and quality education in casting their future career and becoming a desirable destination for an identity.

### **4. Mission of the University**

The mission of UAP is to offer the best possible education to our young generation. Towards the fulfillment of the mission, UAP continues to develop a sustained culture of ascending to a top-tier of vibrant academic environment; maintain and foster well qualified faculty, provide adequate research support for cutting-edge research in-house and in collaboration national and international peers; update curricula to keep up with the advancing trend in science and technology, use state-of-the-art practices in teaching-learning and modern facilities in laboratories and libraries; and provide other supports in aid to the students becoming competent graduates with their potential fully realized and personality well-developed for joining the global forces in making a better future for the society in changing world.

## **5. Name of the Program Offering Entity (Department/Faculty/Institute)**

Department of Business Administration

### ***Department of Business Administration at a Glance***

In 1996 the Department of Business Administration officially commenced its journey offering Bachelor in Business Administration (BBA). Since then, the business school has come a long way, having carved out a niche for itself as an institution committed to impart high quality business education in the country. The mark of this quality is manifested by the academic rigors as well as the market relevance of three programs: BBA, MBA and EMBA. As the standard of the student intake was very high, so was the quality of teaching. DBA started producing quality graduates, as manifested in the large number of graduate placements in renowned national and multinational companies. In 2001, it launched its first graduate program- Masters of Business Administration (MBA). This new program also attracted a good number of high caliber students. The EMBA program was introduced in the year 2008 and the Supply Chain Management as a major in the graduate program was incorporated in 2010.

## **6. Vision of the Department of Business Administration**

We aspire to be recognized as the premier business school that will contribute to the economic and social well-being, both nationally and globally.

## **7. Mission of the Department of Business Administration**

The mission statements (M) are as follows:

<b>M1</b>	Engage in creating and nurturing innovative minds of the students.
<b>M2</b>	Immerse in relentless endeavor to unravel new frontiers of knowledge through cutting-edge research
<b>M3</b>	Collaborate with the industry in catering to its needs and demands.
<b>M4</b>	Implant high moral and ethical ethos in the minds of faculties, staff and students.

## **8. Program Educational Objectives (PEOs) of the Department of Business Administration**

The Department of Business Administration embeds the roots for professional and personal development of the graduates that are expected in the years to come after completion of their degree. After successfully completing the BBA, MBA and EMBA programs, the graduates are expected to be visionary, possess strong leadership and communication skill and serve the competitive corporate world with business acumen, dignity, ethics and highest level of professionalism. The UAP EMBA inculcates a demonstration of abilities required for working in a team, of clear thinking, clever planning, and a steadfast resolve that is necessary in the business arena. These qualities are attained through the up-to-date curricula and extra-curricular activities, simulation trainings and experiential learning assignments.

## **9. Name of the Degree**

Executive Master of Business Administration

## **10. Description of the Program**

The Executive Master of Business Administration Program of the UAP is a unique blend of academic and practical know-how of management discipline and business environment, and

is designed to develop the knowledge, skills and attitude required of a 21st century manager/entrepreneur. The Executive MBA (**EMBA**) program of The University of Asia Pacific (UAP) *is a full-fledged program of 42 credit hours spread over two years*. A student may also enroll as a part time student in which case the duration will be longer than the specified time period. The program is offered in the evening and also in the weekend so that the in-service people, entrepreneurs and self-employed can join for development of their career/ business prospects.

The academic year for the EMBA Program is divided into two semesters of 18 (eighteen) weekseach. The Spring semester starts in July and the Fall starts in January.

## **11. Graduate Attributes (Based on Need Assessment)**

The programs are well-suited with the opportunities of accelerated and self-paced options. The UAP's Business School, i.e., Department of Business Administration offers business studyprograms that enable its graduates to stand out from rest of the candidates in the job market sincethe programs instill a lot more than traditional bookish knowledge. In real life situations, employers ferret out the candidates who can do the tasks assigned at work; rather than candidates who thwart in the process. UAP graduates have a tradition of being self-disciplined at work and possess the confidence and the ability to accomplish the task assigned at work just because, at UAP, the teaching style also has a lot to do with experiential learning that enables the students to be competent enough to combat the challenges posed at the real-life work environment. The EMBA at UAP offers not just a degree; but a lot more than that.

The UAP EMBA inculcates a demonstration of abilities required for working in a team, of clear thinking, clever planning, and a steadfast resolve that is necessary in the business arena. These qualities are attained through the up-to-date curricula and extra-curricular activities, simulation trainings and experiential learning assignments. The courses are administered by experienced, well-informed and knowledgeable full-time and part-time faculty members who are adept in training the pupils to be groomed into competent business professionals that are required for the job market.

**12. Statements of Program Educational Objectives (PEOs) of the Department of Business Administration**

<b>PEO1</b>	Pursue and succeed in respective professional career and further academic endeavor.
<b>PEO2</b>	Apply business knowledge in the corporate world as ethical and responsible professionals.
<b>PEO3</b>	Take lifelong learning as a motto
<b>PEO4</b>	Demonstrate leadership qualities and be able to deal with group dynamics.
<b>PEO5</b>	Present and express themselves as dynamic professionals.

**13. Statements of Program Learning Outcomes (PLOs) of the Department of Business Administration**

<b>PLOs</b>	<b>Statements</b>	<b>Differentiating Characteristics</b>
<b>PLO1</b>	Conceptual skills	Able to grasp complex ideas or concepts and transform them into action-oriented solutions.
<b>PLO2</b>	Practical and Decision-making skills	Analyze complex and real-life business environment, identify problems, and apply knowledge in seeking solutions.
<b>PLO3</b>	Scientific and Analytical skills	Able to utilize business related scientific knowledge to collect, visualize and analyze information
<b>PLO4</b>	Entrepreneurship And Innovation skills	Demonstrate and apply multidisciplinary knowledge to become an effective entrepreneur and create innovative ideas.
<b>PLO5</b>	Communication & IT skills	Communicate effectively within the business community and the society at large that include but not limited to writing effective reports and documentation, delivering effective presentations as well as giving and receiving clear instructions.
<b>PLO6</b>	Values, Ethics and Morality	Inculcate a higher level of ethical values and moral behavior in professional business conduct.
<b>PLO7</b>	Teamwork and Leadership skills	Able to function effectively as a team member or a leader in a diversified, multi-disciplinary team setting.

<b>PLO8</b>	Professionalism	Display highest level of professionalism (such as punctuality, business etiquette and meeting deadlines) in business environment
<b>PLO9</b>	Life-long Learning skills	Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of business and technological changes

#### 14. Mapping of Mission of the University with PEOs

Following is the mapping between Mission and Program Educational Objectives (PEO) of DBA,UAP.

<b>Mission</b>	<b>PEO1</b>	<b>PEO2</b>	<b>PEO3</b>	<b>PEO4</b>	<b>PEO4</b>
1. Engage in creating and nurturing innovative mind of the students	✓		✓		
2. Immerse in relentless endeavor to unravel new frontiers of knowledge research through cutting-edge	✓		✓		
3. Collaborate with the industry in catering to its needs and demands		✓		✓	✓
4. Implant high moral and ethical ethos in the mind of faculties, staff and students		✓	✓		

## **PART B: STRUCTURE OF THE CURRICULUM**

### **15. Structure of the Curriculum**

The UAP EMBA is a 42 credit-hour program consisting of 4 components – foundation courses (6 courses of 3 credits each), functional area courses (4 courses of 3 credits each), one capstone course (3 credits), and concentration courses (3 courses of 3 credits each). Foundation courses are devised to equip students with a sound knowledge in areas of accounting, management, ethical issues, economics, and quantitative techniques. Functional courses are intended to provide students with the knowledge in the functional areas of management. Courses in areas of concentration will develop the knowledge and skills of the students in their respective areas of specialization. After successful completion of all functional area courses, students integrate the acquired concept through the strategic management course (Capstone course).

#### **a. Duration of the Program**

The Executive Master of Business Administration (EMBA) of The University of Asia Pacific (UAP) is a full-fledged and full-time program of 42 credit hours spread over two years. However, depending upon the credit transfers, course waiver and exemption of internship attachment, the duration may be less than two years.

#### **b. Admission Requirements**

##### *Eligibility for Admission*

The UAP EMBA Program admits:

- a) Candidates who have Masters/Bachelor Degree in any disciplines from a recognized university with 3 years' work experience as executives;
- b) Entrepreneurs and self-employed persons who meet the educational requirements mentioned in
  - a) with 3 years' work experience;



To get admission, a candidate in any category above must, however, meet the admission requirements including an admission test consisting of a written examination and an interview conducted by the UAP. The written test requirement will be waived for a candidate who has a GMAT score of 500 or more and a TOEFL score of 550 or more. The candidate needs to pass the interview.

International students may be admitted on the basis of GMAT scores (minimum 500), TOEFL scores (minimum 550) and review of submitted papers, instead of interview.

Applications for admission are received throughout the year but admission tests are held a month before each semester begins. Application form, EMBA Catalogue and other information are available from the EMBA Program Office of the UAP.

#### *Date of Admission*

The admission is held twice a year. The academic year for the EMBA Program is divided into two semesters of 18 (eighteen) weeks each. The Spring semester starts in July and the Fall starts in January.

#### *Admission Procedure*

UAP circulates notice through the website of UAP (<http://www.uap-bd.edu>). Candidates have to submit their applications through the online admission portal of UAP by paying required fees. The Registrar office also advertises in the leading Bengali and English newspapers to inform prospective candidates. Applications for admission are received throughout the year. Application form, EMBA Catalogue and other information are available from the EMBA Program Office of the UAP.

**c. Total minimum credit requirement to complete the program:**

The students are required to complete all the assigned credits (42) to attain the Executive Master of Business Administration degree.

**d. Total class weeks in a Year/Semester:**

An EMBA student may register two courses at minimum and maximum of five courses in a semester. Every week, a student has to attend a 3-hour long class for each course. However, additional hours for a course may be scheduled by the concerned faculty as and when needed. A particular semester will consist of the following:

Classes	14 weeks
Midterm week	1 Week
Recess before Final Exam	1 week
Final exam week	2 week
<b>Total</b>	<b>18 weeks</b>

***Class Duration and Schedule***

The duration of each class depends on the credit of the courses. One credit means one-hour class per week. Therefore, in a three-credit course, three hours of class per course will be held in a week. Class schedule is published at the beginning of the semester as per university rules.

***Course Load per Semester***

An EMBA student may register two courses at minimum and maximum of five courses in a semester. Students have to complete all the courses as offered within six semesters.

However, if any student fails in one or more course(s) in any semester, he/she can retake it in the next semester. For special cases, permission from the Registrar office will be required.

### ***Academic Calendar***

The Gregorian calendar year is the academic year for this program, and this year is divided into two semesters: Fall and Spring.

### **Class Schedule**

**Weekend Schedule:** (Friday and Saturday)

From: 9.30 a.m. to 9.30 p.m.

**Weekdays Schedule:** (Sunday to Thursday)

From: 6.30 p.m. to 9.30 p.m.

### **e. Minimum CGPA requirements for graduation**

The University of Asia Pacific (UAP) awards the Executive MBA Degree to the successful students on the recommendation of the Departmental Academic Committee. Students completing the required courses with a minimum CGPA of 2.5 are eligible for a degree. But none will get a degree with an “F” grade in any course.

### **f. Maximum academic years of completion**

Generally, the stipulated time limit for completion of EMBA degree is 2 years.

### **g. Category of Courses**

Following is the sequence of offering of courses:

UAP EMBA is a 42-credit hour program consisting of 4 components:

<u>Course #</u>	<u>Course Title</u>	<u>Credits</u>
<b><u>Foundation Courses: 6 courses</u></b>		
ACN 501	Accounting for Management	3
MGT 501	Management and Organizational Behavior	3
BSN 501	Managerial Communication	3
MSC 501	Quantitative Methods for managers	3
BSN 502	Business Ethics and CSR	3
ECN 501	Managerial Economics	3
<b><u>Functional area courses: 4 courses</u></b>		
FIN 601	Managerial Finance	3
MKT 601	Marketing Management	3
HRM 601	Human Resources Management	3
POM 601	Production Operation Management	3
<b><u>Capstone Course :1 course</u></b>		
MGT 602	Strategic Management	3
Elective 1*		3
Elective 2*		3
Elective 3*		3

### Structure of EMBA Program

Course Code	Name	Credits
<b>1<sup>st</sup> Semester</b>		
ACN 501	Accounting for Management	3.0
MGT 501	Management and Organizational Behavior	3.0
BSN 501	Managerial Communication	3.0
MSC 501	Quantitative Methods for Managers	3.0
<b>2<sup>nd</sup> Semester</b>		
BSN 502	Business Ethics and CSR	3.0
ECN 501	Managerial Economics	3.0
FIN 601	Managerial Finance	3.0
MKT 601	Marketing Management	3.0
<b>3<sup>rd</sup> Semester</b>		
POM 601	Production Operations Management	3.0
HRM 601	Human Resources Management	3.0
Major course: 1		3.0
Major course: 2		3.0
<b>4<sup>th</sup> Semester</b>		
Major course: 3		3.0
MGT 502	Strategic Management	3.0

**Part C: DESCRIPTION OF COURSES OF EXECUTIVE MASTER OF BUSINESS  
ADMINISTRATION**

**Course Code: ACN 501      Course Title: Accounting for Management      Credit: 3.0**

**Rationale of the Course:** Required course of the EMBA program.

**Course Content:** Basics of Accounting Principles, Conceptual Framework of Accounting, Accounting Equation & Transaction Analysis, Journal Entries, Ledgers, Trial Balance and Adjusting Entries Worksheets, Analysis of Financial Statements.

**Basic Text:**

- Kieso, Donald E., Weygandt, Jerry J. and Warfield, Terry D.: Accounting Principles, 12th Edition. John Wiley & Sons.

**Reference Books:**

- Kieso, Donald E., Kimmel, Paul D. and Weygandt, Jerry J.: *Intermediate Accounting*, 15th Edition, John Wiley & Sons.
- Needles, Powers and Crosson: *Principles of Accounting*, 12th Edition, South Western-Cengage Learning.
- *Financial Accounting* – CIMA adapted.

**Course Code: MGT 501 Course Title: Management and Organizational Behavior Credit:3**

**Rationale:** The course provides students with a comprehensive review on Management and Organization concepts and techniques in an understandable form.

**Course Content:** This course will also increase opportunities for the students to familiarize with the definition and purpose on Organization Management issues e.g., Planning and Decision Making, Leadership development through group and team work, Motivation, Job Satisfaction by viewing them from Management perspective.

**Basic Text:**

- Ricky W. Griffin: Management Principles and Practices, South-western-Cengage Learning, Canada.

**Reference book:**

- P. Stephen Robbins, Mary Coulter: *Management*, 11th Edition, Prentice Hall.
- H. Koontz, H. Weihrich, and Ramachandra Aryasri A.: *Principles of Management*, Tata McGraw -Hill Publishing Company Ltd

**Course Code: BSN 501      Course Title: Managerial Communication**

**Credit: 3.0**

**Rationale of the Course:** Business Communication provides an opportunity to study and practice the forms of writing / reporting that will help you for a successful career in business and to receive an introduction to the principles of effective oral communication. This course is designed to give students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program.

**Course Content:** Theory and Process of communication; Barriers to Effective communication; Communication skills: Reading, Writing, Listening, and Speaking skills; Written communication: letters, memos and formal reports; Oral communication; Use of visual aids in communication; Use of Non-verbal communication; Effective Business Meeting; and Internal Communication, Report Writing.

**Basic Text:**

- Raymond V. Lesikar, Marie E. Flatly: *Basic Business Communication* 9th/ 10th edition

**References Books:**

- Raymond V. Lesikar, Marie E. Flatly, Kathryn Rentz, Paula Lentz, Neerja Pande:  
*Business Communication – Connecting in a Digital World*, 13th edition



**Course Code: MSC 501 Course Title: Quantitative Methods for Managers Credit: 3.0**

**Rationale of the Course:** For arriving at a solution and making key decisions regarding outlay & valuation and administering investment in business, mathematical & statistical models partake a crucial role. Quantitative Methods, a course that propitiously nurtures the dexterity to use mathematical tools and statistical models to deal with intricate problems, is thus an imperative part for the curriculum of EMBA Program.

**Course Content:** Overview of business mathematics; equation of line; linear equations and functions; break even interpretation; demand functions; operations on linear systems; elimination procedure; optimization; exponential and logarithmic functions; introduction to differential and integral calculus and their applications; Mean, Median, Mode; Range, Variance & Standard deviation; Quartile; Box-Plot; Maximization of profit or minimization of cost; Relationships between variables: linear, non-linear; Scatter plots; Least square method and Best-fit line; Regression equation; Correlation analysis: Coefficient of correlation; Co-efficient of determination; Sample space; Events: Union, Intersection, Mutually exclusiveness; Concept of Probability; Conditional Probability; Independence Theorem; Bayes' Theorem; Types of random variables: Discrete and Continuous; Expected value of a random variable.

**.Basic Text:**

- Earl K. Bown, Gordon D. Prichett: Mathematics with Application in Management and Economics, Irwin, USA
- Levin & Rubin: *Statistics for Management*

**Reference Books:**

- Raymond A. Barnett, Michael R. Zeigler, Karl E. Byleen: Applied Mathematics for Business, Economics, Life Sciences and Social Sciences, Prentice Hall, USA.
- Ganesan R, Sreenivasaiah P V: Text Book of Statistics, Write and Print Publishers, New Delhi

**Course Code: BSN 502 Course Title: Business Ethics and Corporate Social Responsibility  
Credit: 3**

**Rationale of the Course:** This course is an introduction to a broad range of business concepts, practices relevant to today's global business environment. Students explore and learn how the practices of ethics and corporate social responsibility impact the society and globe at large. Students also examine the interrelationship among functional areas of a business enterprise; specifically, human resources, operations management, marketing and sales, and accounting and finance. Students expose their entrepreneurial mindset by envisioning a new venture and identifying the factors that are required to equip the modern-day entrepreneurs.

**Course Content:** The Nature of Business, Understanding the Business Environment, How Business and Economics Work, Making Ethical Decisions and Managing a Socially Responsible Business, Competing in the Global Marketplace, Forms of Business Ownership, Entrepreneurship: Starting and Managing Your Own Business, Management and Leadership in Today's Organizations, Brief discussions on other functional areas of business: Accounting, Finance, HRM, Marketing, Supply Chain Management

**Basic Text:**

- Jeff Madura: *Introduction to Business* (South Western College Publishing).

**Reference Books:**

- W. M. Pride, J. R. Hughes and R. J. Kapoor: *Foundations of Business* (South Western College Publishing).
- L. E. Boone and D. L. Kurtz: *Contemporary Business* (John Wiley & Sons).
- Attner Straub, Raymond F Attner and Joseph T Straub: *Introduction to Business* (Wadsworth Publishing Company).

**Course Code: ECN 501**

**Course Title: Managerial Economics**

**Credit: 3.0**

**Rationale of the Course:** This course is designed to introduce students to the basic theories and concepts in economics so that they can apply the concept practically while making economic decisions.

**Course Content:** Review of the economic problem, concept of utility, supply and demand, market structures, indifference curve, average cost, and marginal cost, elasticity of demand and supply, equilibrium point and other basic elements of economics.

**Basic Text:**

- Lovewell, M.: (2011). *Understanding Economics*, Toronto, Ontario: McGraw-Hill Ryerson.

**Reference Books:**

- Dominick, S.: (2003). *Microeconomics: Theory and Applications*. Ford Ham University, OxfordUniversity Press, New York
- Campbell McConell, Stanley Brue, and Sean Flynn: *Microeconomics: Principles, Problems, &Policies*, McGraw-Hill

**Course Code: MKT 601 Course Title: Marketing Management**

**Credit: 3.0**

**Rationale of the Course:** This course will help the students to understand and apply necessary marketing strategies those are commonly used by marketing managers.

**Course Content:** This course deals with nature and scope of marketing management; basic concepts of marketing; analyzing marketing environment; review of marketing mix and its elements; market segmentation, market targeting and product positioning. The course will also cover topics like strategic business units & allocation of resources using BCGMatrix; Competitive Dynamics: Porter's Five Forces that determine market attractiveness, strategies to deal with competition; managing mass communication: advertising, sales promotion, events & experiences, and public relations; developing marketing plan which includes analysis of current marketing situation, organizing and executing marketing programs, marketing budget, evaluating and controlling marketing performance.

**Basic Text:**

- Philip Kotler: *Marketing Management*, Prentice Hall

**Reference Books:**

- Philip Kotler: Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha: *Marketing Management: A South Asian Perspective*, Pearson
- Greg W. Marshall: Mark W. Johnston: *Marketing Management*, McGraw-Hill Education
- S. Jayachandran: *Marketing Management*, Excel Books India

**Course Code: FIN 601**

**Course Title: Managerial Finance**

**Credit: 3.0**

**Rationale of the Course:** This course will provide students with a comprehensive review of the principles of financial management and emphasize a financial manager's role in achieving a corporation's ultimate goal.

**Course Content:** Elementary Concepts in Finance, Introduction to Corporate Finance, Time Value of Money, Financial System of Bangladesh, Valuation of Securities, Capital Investment Decision, Analysis of Risk & Return, and Cost of Capital.

**Basic Text:**

- Stephen A. Ross, Randolph W. Westerfield, Jeffery Jaff: *Corporate Finance*, (9th edi).

**Reference Books:**

- Stephen A. Ross, Randolph W. Westerfield & Bradford D. Jordan: *Fundamentals of Corporate Finance* (6th edi)
- Eugene F. Brigham and Michael C. Ehrhardt: *Financial Management: Theory & Practice*, *Harcourt College Publishers series in finance*

**Course Code: HRM 601      Course Title: Human Resource Management      Credit: 3.0**

**Rationale of the Course:** This is a functional course in the EMBA program that will enhance the knowledge of students about the principles and practice of contemporary human resource management.

**Course Content:** For practitioners and students interested in understanding the roles and skills involved in human resources management. Includes the nature and scope of traditional personnel functions as well as the role of the newly emerging personnel specialist dealing with changes in workers' attitudes, Expectations and education.

**Basic Text:**

- David A. Decenzo: *Personnel/Human Resource Management*, Prentice-Hall, Inc., Latest Edition, USA

**Reference Books:**

- William B. Werther & Keith Davis: *Human Resources & Personnel Management*, Mc Graw Hill, USA
- Swapnalekha Basak, Sharon Pande: *Human Resource Management: Text and Cases*, Pearson India

**Course Code: POM 601 Course Title: Production-Operations Management Credit: 3.0**

**Rationale of the Course:** This is a required course in the EMBA program that will review overall

operational system of a company.

**Course Content:** Review of Competitiveness, Strategy, and Productivity; Forecasting; Product and Service Design; Project Management; Capacity Planning; Decision Theory; Process Selection and Facility Layout; Quality Management; Inventory Management.

**Basic Text:**

- Stevenson J. William: Operations Management, Tata McGraw-Hill Pub Co. New Delhi

**Reference Books:**

- Chase Richard B., Aquilano, Nicholas J. and Jacobs F. Robert: *Operations Management for Competitive Advantage*, McGraw-Hill Companies, Inc, New York.
- Krajewski Lee J. and Ritzman Larry P.: *Operations Management: Strategy and Analysis*, Addison-Wesley.

**Course Code: MGT 602**

**Course Title: Strategic Management**

**Credit: 3.0**

**Rationale of the Course:** The course develops an understanding of the ways in which business strategies are designed, developed and implemented in an organizational setting and it also analyses how they have evolved over the years and have affected the business functions for commercial organizations. It provides an overview of all essential aspects of strategic management: strategy analysis (internal and external), formulation of strategies at different levels of the organization, and strategy implementation and monitoring by integrating the different functional areas of business. The course will also cover some case studies related to the practices of strategic management.

**Course Content:** Introduction & overview of strategic management; Leading the process of crafting and executing strategy; Evaluating a company's external environment; Evaluating a company's resources and competitive position; The five generic competitive strategies; Strategies for competing in foreign markets; Diversification- Strategies for managing a group of businesses; Ethical business strategies, social responsibilities & environmental sustainability; Building an organization capable of good strategic execution; Managing internal operations: Actions that promote good strategic executions; Corporate culture and leadership: Keys to good strategy execution.

**Basic Text:**

- Fred R. David and Forest R. David: *Strategic Management: A Competitive Advantage Approach, Concepts & Cases* (15th Edition), Pearson

**Reference Books:**

- John Pearce, Richard Robinson and Amita Mital: *Strategic Management: Formulation, Implementation and Control* (12th Ed. Special Indian Edition), Mc Graw Hill.
- Michael Hitt, R. Duane Ireland, and Robert E. Hoskisson: *Strategic Management Concepts and Cases: Competitiveness and Globalization*, 12th Edition, South-Western College Pub.



## MAJOR AREAS OF SPECIALIZATION

### MARKETING

**Course Code: MKT 602**

**Course Title: Consumer Behavior**

**Credit: 3.0**

**Rationale of the Course:** This is a specialized course for students pursuing Marketing major in the EMBA program. This course will help the students to understand the behavioral side of consumers that affect the businesses. And the students will also understand how to go around with those behavioral aspects to use them in favor of their businesses.

**Course Content:** This course imparts an insight of human behavior related to consumption of products and services. To discuss in detail, how and why do individuals behave in a certain manner and how that kind of behavior affects the business. As a student of business, it's very important for the students to identify and understand the different types of behavior and their impact on business.

#### **Basic Text:**

- Harold W. Berkmen and Christopher C. Gilson: *Consumer Behavior (Concept and Strategies)*, Kent Publishing Company

#### **Reference Books:**

- Leon G. Schiffman, Joseph Wisenbelt & S. Ramesh Kumar: *Perspectives in Customer Behavior*
- Michael R. Solomon: *Consumer Behavior: Buying, Having, and Being*, 12th Edition 2016, Publisher: Pearson

**Course Code: MKT 603**

**Course Title: Marketing Research**

**Credit: 3.0**

**Rationale of the Course:** This course will help the students to understand and apply necessary strategies required for conducting marketing research.

**Course Content:** The course will cover topics like basic concepts of marketing research; the marketing research process; primary data collection through qualitative research: focus group, depth interviews, projective techniques; primary data collection through survey, observation, experimentation; questionnaire design; measurement and scaling; sampling: design and procedures; data preparation and data analysis using SPSSprogram.

**Basic Text:**

- Carl McDaniel, Jr. Roger Gates: *Contemporary Marketing Research*, Wiley & Sons, Inc, USA.

**Reference Books:**

- Naresh K. Malhotra & Satyabhushan Dash: *Marketing Research: An Applied Orientation*, Pearson,USA
- Harper W. Boyed, Jr., Ralph Westfall, Stanley F. Stasch: *Marketing Research: Text and Cases*, Richard D. Irwin, Inc., USA

**Course Code: MKT 605**

**Course Title: Service Marketing**

**Credit: 3.0**

**Rationale of the Course:** This course will supplement basic marketing and strategic marketing courses by focusing on problems and strategies specific to the service industry. It explores the nature of services and associated challenges, emphasizes on relevant models, concepts, tactics and strategies for solving problems faced by various service organizations.

**Course Content:** The course introduces the basic concepts Services; Consumer behavior in service; Customer Expectations of service; Customer Perceptions of Service; Building Customer Relationships; Service Recovery; Service Development and Design; Employees Role in Service Delivery; Customers Role in Service Delivery; Delivering service through Intermediaries and Electronic Channels; Integrated Service Marketing Communication; Pricing of Service.

**Course Code: MKT 606**

**Course Title: Brand Management**

**Credit: 3.0**

**Rationale of the Course:** This course is a combination of both the theoretical concepts of brand management and their application to marketing strategies and decision making in the private, public, and non-profit sectors. This course will also provide guidelines and tools for planning, measuring, building, and sustaining brand equity and highlight the importance of media selection and communication strategies in building strong brands.

**Course Content:** This course will aid the students to understand the concepts of branding, understand the process of building brands, assess the performance of brand, and create sustainable brand equity.

**Basic Text:**

- Keller, K. L., Apéria, T., & Georgson: M. (2008). *Strategic brand management: A European perspective*. Pearson Education.

**Reference Books:**

- Kapferer, J. N.: (2012). *The new strategic brand management: Advanced insights and strategic thinking*, Kogan page publishers.
- Richard Rosen Baum- Elliot, Larry Percy, Simon Pervan: *Strategic Brand Management*, 3rd Edition, Published: Oxford Press.

**Course Code: MKT 607**

**Course Title: International Marketing**

**Credit: 3.0**

**Rationale of the Course:** This is a specialized course for students pursuing Marketing major in the EMBA program. This course will help the students to understand the functions and concepts of international marketing. As well as how important international marketing has been in recent past with its impact on world peace and stability.

**Course Content:** This course deals with dynamic environment of international trade, cultural dynamics of global market, how culture affects management and business systems, what impact does political & legal systems have on international business, how products are developed, priced and distributed in international markets.

**Basic Text:**

- Philip R. Cateora, John L. Graham: *International Marketing*, 10th Edition, Irwin / McGraw-Hill

**Reference Books:**

- Zeynep, B. & Gerhard, W.: *International Marketing Compact*, Publisher: Linde Verlag
- Michael R Czinkota.: *International Marketing*, 10th Edition, 2012.

**Course Code: MKT 610 Course Title: Integrated Marketing Communication Credit: 3.0**

**Rationale of the Course:** The course is designed to accustom the students to the theories and strategies related to advertising and integrated marketing communication so that they can correlate between theories and practical situation.

**Course Content:** An evaluation of the role of promotion in marketing and the economy; the formulation and analysis of promotional goals; planning, organizing, and controlling the promotion function; creative planning; and budgeting and media selection.

**Basic Text:**

- Kenneth E-Clow, Donald Baack: *Integrated Advertising, Promotion and Marketing Communications* (3rd Edition)

**Reference Books:**

- George E. Belch and A. Belch: *Advertising and Promotion*, Irwin McGraw Hill, 1998.
- Phillip J. Kitchen, Patrick De Pelsmacker: *Integrated Marketing Communication: A Primer*, Routledge, 2004.
- Paul R. Smith, Jonathan Taylor: *Marketing Communications: An integrated Approach*, Publisher: Kogan Page Business Books

## FINANCE & BANKING

**Course Code:** FIN 602

**Course Title:** Corporate Finance

**Credit:** 3.0

**Rationale of the Course:** The course develops a theoretical framework for understanding and analyzing major financial problems of modern companies in the market environment. The course covers basic models of the valuation of corporate capital, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure and various types of corporate capital employed, derivative assets, and contingent claims on assets. It provides necessary knowledge in evaluating different management decisions and their influence on corporate performance and value.

**Course Content:** Goals and Governance of the Corporation, Financial Statements and Cash Flow, Making Capital Investment Decisions, Capital Asset Pricing Theory: CAPM & Arbitrage Pricing, Option Pricing Models and Corporate Contingent Claims, Corporate Investing Policies and Value Creation, Capital Structure, Dividend Policy, and Corporate Value: Theory and Evidence, Corporate Risk Management and Value Creation.

### **Basic Text:**

- Stephen A. Ross, Randolph W. Westerfield: Jeffrey Jaffe, *“Corporate Finance”*, 10th Edition

### **Reference Book:**

- Stephen Ross, Randolph Westerfield and Bradford Jordan: *“Fundamentals of Corporate Finance”* 11th Edition
- Richard A. Brealey and Stewart C. Myers: *“Principles of Corporate Finance”*, 6th Edition.

**Course Code: FIN 603**

**Course Title: Capital Budgeting**

**Credit: 3.0**

**Rationale of the Course:** This course will equip students with the necessary tools & techniques required to make the right capital investment decision, and more importantly, provide them with adequate knowledge regarding when not to apply which tool(s). Starting from the identification of relevant cash flow and estimation of cost of capital, this course will extend to the evaluation of risk embedded in capital investment using different software packages and the implication of risk in every final investment decision.

**Course Content:** Review of the concepts of TVM and DCF, Principles of capital budgeting; Cost of capital; Advanced issues in capital budgeting- Critical review of the capital budgeting techniques, reinvestment rate assumption, modified IRR; Capital rationing; Cash flow estimation; Analysis of risk in capital budgeting; Capital structure; and Contemporary issues in capital budgeting and case studies.

**Basic Text:**

- Eugene F. Brigham & Michael C. Ehrhardt: *Financial Management: Theory and Practice*, Cengage Learning, USA

**Reference Books:**

- Stephen A. Ross, Randolph W. Westerfield, & Bradford D. Jordan: *Fundamentals of Corporate Finance*, McGraw-Hill Education, USA
- Haim Levy & Marshall Sarnat: *Capital Investment and Financial Decisions*, Pearson Education, USA



**Course Code: FIN 604**

**Course Title: International Finance**

**Credit: 3.0**

**Rationale of the Course:** This course is designed to give the student a better understanding of the unique problems and opportunities presented by international financial market and their impact on Government, business and individual entities. Since this course specifically addresses the financial management aspect of international trade and finance, considerable attention will be directed to specific topics of international finance such as foreign exchange markets, managing exchange rate risk and various other risk management issues.

**Course Content:** Basic Concepts in International Finance and Foreign Exchange Markets , Gold exchange system, Bretton wood system, Floating & fixed exchange system, Balance of Payments, Purchasing Power Parity, International Parity Conditions, Real Exchange Rates, Foreign Exchange Market, Currency Derivatives, Exchange Rate Determination, International Financial Markets, Foreign Trade Finance, Country Risk Analysis, Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions.

**Course Code: FIN 605 Course Title: Investment Analysis & Portfolio Management**

**Credit: 3.0**

**Rationale of the Course:** During the recent financial turmoil, we have experienced wide ride in the stock markets not only at home but abroad as well. Such volatile markets provide both challenges and opportunities for investors. This course is intended to provide a general overview of capital markets, financial instruments, and investment process. We will emphasize the role of modern financial theory in portfolio management. Therefore, we will cover a wide range of topics such as, financial markets, trading, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, financial derivatives, and fixed income securities.

**Course Content:** This course is intended to provide a general overview of capital markets, financial instruments, investment process and the role of modern financial theory in portfolio management. Therefore, it will cover a wide range of topics such as, financial markets, trading, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, financial derivatives, and fixed income securities.

**Basic text:**

- Bodie, Z., Kane, A., & Marcus, A. J.: (2009). *Investments* (8th ed.). Boston: McGraw-Hill/Irwin.

**Reference Books:**

- Elton, E. I., Gruber, M. J., Brown, S. J., & Goetzmann: W. N. (2010). *Modern portfolio theory and investment analysis* (8th ed.). Hoboken, NJ: Wiley.
- Hull, J. C: (2003). *Options futures and other derivatives*. Pearson Education India.

**Course Code: FIN 606      Course Title: Financial Markets & Institutions      Credit: 3.0**

**Rationale of the Course:** This course will provide students with an introduction to the financial markets and the financial institutions that serve those markets. It will provide a conceptual framework that can be used to understand why markets exist. Each type of financial market will be described with a focus on the securities that are traded and the participation of financial institutions.

**Course Content:** Role of Financial Markets and Financial Institutions, Determination and Structure of Interest Rates, Functions of the Central Bank, Monetary Theory & Policy, Debt Security Markets, Equity Security Markets, Commercial Banking, and Nonbank Operations.

**Basic Text:**

- Jeff Madura (2011): *“Financial Markets and Institutions”*, 10th Edition.

**Reference Books:**

- Peter S. Rose, Milton H. Marquis: *“Money and Capital Markets”*, 9th Edition
- Frederic S. Mishkin (2015): *“The Economics of Money, Banking and Financial Markets”*, 11th Edition.
- Frank J. Jones, Micheal G. Ferri (2009): *“Foundations of Financial Markets and Institutions”*, 4th Edition.

## HUMAN RESOURCE MANAGEMENT

**Course Code: HRM 602**      **Course Title: Human Resource Planning**      **Credit: 3.0**

**Rationale of the Course:** As the issues in human resource planning have become the focus of attention in recent years, it is required to understand the major components in the process of HR planning, current trends, and challenges.

**Course Content:** Concepts of Strategies and Planning; Aligning HR with Strategy; Job Analysis, HR Management Systems; The HR Forecasting Process; HR Demand; Ascertaining HR Supply; Succession Management; Downsizing and Restructuring; Mergers and Acquisitions.

### **Basic Text:**

- McBey Kenneth J. and Belcourt Monica: *Strategic Human Resource Planning*, 5th (Ed.), Nelson, Thomson Canada Limited

### **Reference Books:**

- Kumar Dipak Bhattacharyya: *Human Resource Planning*, 2nd (Ed.)
- William P. Anthony, Pamela L. Perrewe and K. Michele Kaemar: *Strategic Human Resource Management*.

**Course Code: HRM 603      Course Title: Leadership, Power & Influence      Credit:3.0**

**Rationale of the Course:** This course will help the students to identify the issues relating to Leadership and their Power and Influence within organizations. This course describes the types of Leadership theories and their practical applications in real life. It also describes the various sources of power and influence and helps students learn how to use power and influence in their workplaces. This course also defines ethical Leadership, Trust Building, using Power and Influence that contribute to organizational goals, respect human rights and conform to standards of equality and justice.

**Course Content:** The course introduces the Leadership theories, both traditional and contingent theories. The tactics and dynamics of influencing techniques; Power and influence in interpersonal relationships; Differences between ethical and unethical uses of power; Issue of empowerment and why organizations are focused on this in the 21st Century; Develop and implement these learning for personal improvement.

**Basic Text:**

Leadership and Power: Identity Processes in Groups and Organizations; First Edition; Edited by: Daan Van Knippenberg - Drexel University, USA & Michael A Hogg - Claremont Graduate University, USA

**Reference:**

Organizational Behavior; 15<sup>th</sup> Edition, Goodreads; by Stephen P. Robbins and Timothy A. Judge

**Course Code:** HRM 604

**Course Title:** Managerial Negotiations

**Credit:** 3

**Rationale of the Course:** This course has been designed to deal with real-life conflicts that often arise between diverse heterogeneous people in terms of education and practice experience. This course encompasses a conflict at micro and macro levels of practice, and incorporates examples from a variety of fields of practice, including dispute settlement, effective negotiation and so on. This course will aid the students to deal with a range of conflict resolution approaches so that they can boost their skill on negotiation, mediation, and advocacy.

**Course Content:** Workplace Conflict, Counter Productive conflict, Conflict source and cause, Paradox, Policy driven conflict, Dispute resolution, Negotiation, Power and persuasion.

**Basic Text:**

- Capitalizing on Conflict: Strategies and Practices for turning conflict to synergy in organizations by Kirk Blackard and James W. Gibson.

**Reference Text:**

- Conflict Management (Managing Interpersonal Conflict) by K.Harigopal.
- Negotiating Essentials: Theory, skills and practices by Michael R.Carrell and Christina Heavrin.

**Course Code: HRM 605 Course Title: Strategic Human Resource Management Credit: 3.0**

**Rationale of the Course:** This course is offered as a major course in the area of Human Resource Management to provide insights on Strategic Human Resource Management concepts, theories, practices and especially long-term decision making.

**Course Content:** Strategic HR planning, the strategic HRM approach to resourcing, integrating business and resourcing strategy, Human Capital Management: Knowledge and talent management strategies Employee Engagement Strategy, High performance work system and Reward Strategy.

**Basic Text:**

- Michael Armstrong: *Strategic Human Resources Management*, Kogan Page (London & Philadelphia)

**Reference Books:**

- Jaffrey, A. Mello: *Strategic Management of Human Resources*, Cengage, 3rd Edition. India.
- Agarwal, Tanuja: *Strategic Human Resource Management*. 2nd Edition. Delhi: Oxford University Press.
- Alan Nankervis; Robert Compton and Marian Baird: *Strategic Human Resource Management*, Thomson, Fourth Edition.

**Course Code: HRM 606 Course Title: Performance Appraisal & Compensation Management**

**Credit: 3.0**

**Rationale of the Course:** This is an elective course for EMBA program that overviews the concepts and skills, theories, tools and techniques of performance appraisal and management along with Compensation Management and design. On completion of this course, students would be able to use various tools, techniques and forms for performance appraisal, design all aspects of a compensation plan, formulate pay structure, analyze salary survey data in a cost effective way.

**Course Content:** Performance Measurement, Measurement of result and behavior, Implementation of PM System, PM Gap Analysis, Intrinsic vs extrinsic compensation, COLA, Seniority vs longevity pay, Person focus pay, Executive compensation and incentive, Building pay structure, Compensation survey and discretionary benefit, expatriate compensation.

**Main Text:**

- Performance Management by Herman Aguinis (2<sup>nd</sup> edition/International edition) Pearson.
- Strategic Compensation: A Human Resource Management Approach, 6/e, Joe Martocchio

**Reference Book:**

- Performance Management systems and Strategies by Dipak Kumar Bhattacharyya Latest edition.
- Performance Management: Integrating Strategy Execution, Methodologies, Risk and Analytics by Gary Cokins, 2009.
- Compensation Management in a Knowledge - based World, 10/e, Richard I. Henderson



**Course Code: HRM 607 Course Title: Training and Development Management Credit: 3.0**

**Rationale of the Course:** It is required to understand the major components in the process of designing training, current trends, and challenges.

**Course Content:** Introduction to Employee Training and Development; Strategic Training; Needs Assessment; Learning: Theories and Program Design; Transfer of Training; Training Evaluation; Traditional Training methods; E-Learning and Use of Technology in Training; Employee Development.

**Basic Text:**

- Raymond A Noe and Amitabh Deo Kodwani: *Employee Training and Development*, Tata McGraw Hill Education Private Limited, New Delhi.

**Reference Books:**

- P. Nick Blanchard and James W. Thacker: *Effective Training: System, Strategies, and Practices*, Fourth Edition, Pearson Education, Inc.
- Gary Dessler: *Human Resource Management*, 12th Edition.

**Course Code: HRM 608 Course Title: Industrial Law and Labor Relations Credit: 3.0**

**Rationale of the Course:** This course is offered as a major course in the area of Human Resource Management to enhance students' knowledge regarding the different concepts and aspects of industrial relations so that the students can play a vital role in maintaining sound industrial relations in their respective organizations.

**Course Contents:** Major topics covered are: Industrial revolution, nature of industrial relations, theories of industrial relations, trade unions and collective bargaining, dispute settlement, worker's participation in management, Labour Act:2006 and Industrial Relations Ordinance 1969 in Bangladesh.

**Basic Text:**

- Ghosh, Piyali: *Industrial Relations and Labor Laws*, McGraw Hill Education.

**Reference Books:**

- Sinha P.R.N.: *Industrial Relations, Trade Unions and Labor Legislation*.
- B.D. Sing: *Industrial Relations-Emerging Paradigms*, First edition, New Delhi, 2004.
- Arun Monappa: *Industrial Relations*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2002
- Nirmal Chandra Paul: *The Bangladesh Labor Code & Other Related Laws*, 8th Edition, [English Version with Original Bangla Text], Shams Publications, Dhaka.

## MANAGEMENT INFORMATION SYSTEM

**Course Code: MIS 601      Course Title: System Analysis & Design      Credit: 3.0**

**Rationale of the Course:** This is a concentration course in the MBA program and will cover how an information system solution can be developed in an organization.

**Course Content:** The course covers the systems development life cycle, feasibility studies, requirements determination, process modeling, data modeling, architecture design, user interface design, program design, data storage design, moving into implementation, transition to the new system.

**Course Code: MIS 602      Course Title: Computer Programming      Credit: 3.0**

**Rationale of the Course:** This is a concentration course in the MBA program.

**Course Content:** The course covers Multi Document Interface (MDI), Checkbox & Option Button Controls, Data Form Wizard, adding Controls and Libraries to Toolbox, using Object Browser, OLE Control, Web Browser Control, Common Dialog Control, Tab Control, DoCmd Method with Access Tables, Queries & Reports, Message Box Function, Mask Edit Control, handling errors, Tool Bar Controls, drag and drop with Controls, using SQL with DBGrid, using Crystal Reports 6.0 Manager and Control, using Control Arrays & Resizing Forms, using SQL to perform 'AND' searches, creating pop-up menus, connecting Controls to Access tables, creating Class Modules.

**Course Code: MIS 603    Course Title: Database Management & Development    Credit: 3.0**

**Rationale of the Course:** This is a concentration course in the MBA program and cover how a database can be developed and managed in an organization

**Course Content:** The course covers logical database design, physical database design, Structured Query Language (SQL), PL/SQL, and also developing application, forms, reports, graphics.

**Course Code: MIS 604        Course Title: Business Data Communication        Credit: 3.0**

**Rationale of the Course:** This is a concentration course in the MBA program and provides managerial issues as well as the supporting technical knowledge to manage communications systems.

**Course Content:** The content covers transmission media, protocols, local area networks, wide area networks, network interconnections and management

**Course Code: MIS 605**    **Course Title: Networking & Operating Systems**    **Credit: 3.0**

**Rationale of the Course:** This is a concentration course in the MBA program. The course will cover how to manage a local area network.

**Course Content:** The course covers methods and instruments for local area networking, networking utilities, software for networking, resource management, TCP/IP and related services, routing, and network monitoring.

**Course Code: MIS 606**

**Course Title: E-Business**

**Credit: 3.0**

**Rationale of the Course:** This course will help the students to examine critical information technologies that provide a basis for electronic commerce, at the same time they will be able to apply the learned theories in a variety of sectors and industries.

**Course Content:** The course introduces the basic concepts of E-Business and E-Commerce; E-Commerce Fundamentals; E-Business Infrastructure; E-Environment; Supply Chain Management; E-Procurement; E-Marketing; Customer Relationship Management; Change Management; Analysis and Design; Implementation and Maintenance.

**Basic Text:**

- Chaffey, D.: (2015). *Digital business and e-commerce management*. Pearson Education Limited.

**Reference Books:**

- Colin Combe: *Introduction to E-business – Management and strategy*. BH, Elevier.
- Gary P. Schneider: *Electronic Commerce*, Course Technology

## **PHARMACEUTICAL MARKETING**

**Course Code: PM 601    Course Title: Pharmaceutical Sales Management    Credit: 3.0**

**Rationale of the Course:** This course will provide the basic idea of Sales forecasting and monitoring the performance of product across the all various aspect of market place.

**Course Content:** Market analysis, Market Size, growth patterns, Characteristics of Market, Product Sales, prescription Survey, Location, Understanding of market environment i.e. Company's microenvironment, the company, suppliers, intermediaries, customers, competitors. The company's macro environment: demographic, economic, natural, technological, political and cultural environment, PEST analysis, SWOT analysis.

### **Reference books:**

1. Essentials of Pharmaceutical Sales Management, by Mehrotra (Author), Deepa (Editor)
2. Pharmaceutical Marketing A Practical Guide By Dimitris Dogramatzis

**Course Code: PM 602 Course Title: International Pharmaceutical Marketing Credit: 3.0**

**Rationale of the Course:** This course will provide a basic idea on different dimensions of international marketing of pharmaceuticals. Exploring different markets considering available facilities and international regulations are also two important issues of this course.

**Course Content:** Identifying new market, Methods of entry into new markets, Marketing programmes and plans from international viewpoint, Organization of international marketing and feedback, International marketing communication, Planning and management of international PR campaign, Price policy from international viewpoint.

**Reference books:**

1. International Pharmaceutical Marketing by Dr Suresh B Pradhan
2. Global Pharmaceutical Marketing by Judith Grice



**Course Code: PM 603 Course Title: Pharmaceutical Product Management Credit: 3.0**

**Rationale of the Course:** This course will provide knowledge to apply the fundamental concepts of product and brand development and management. Also, basic ideas on using the brand positioning framework to develop a brand, keep it relevant, expand and reposition.

**Course Content:** Introduction to product management, The product management process, 4Ps, Understanding the customers, Scientific communication, Value propositions, Digital Marketing, Drug Regulations, Presentation Skills, Pricing and Promotion, Strategic Brand Management, Product Portfolio Analysis, Market research, Product Portfolio Analysis

**Reference books:**

1. Principles of Pharmaceutical Marketing by Philip Kotler & Gray Armstrong
2. Pharma Marketing Management by Dr Ritu Kataria

**Course Code: PM 604 Course Title: Pharmaceutical Promotion & Pricing Credit: 3.0**

**Rationale of the Course:** This course will provide advanced level of knowledge on pharmaceutical product promotion and pricing strategy. General idea on pharmacoeconomics, public health, product costing and ethical promotional issues will be discussed in this course.

**Course Content:** Medico-marketing, Promotional labeling, Regulation of drug promotion, Drug promotion to physicians, Tele-marketing, Competitive analysis, Sales forecasting, Corporate strategies, Market access, Basics of pricing, Different approaches of pharma product pricing, Price competitiveness, Global pricing strategies Trade promotion.

**Reference books:**

1. Pharma Marketing Management by Dr. Rupesh K. Gautam, Dr. Ankit Jain, Dr. Shailendra Bhatt, Professor Dr. Vipin Sain
2. The Strategy and Tactics of Pricing by Thomas Nagle, John Hogan and Joseph Zale

**Course Code: PM 605 Course Title: Pharmaceutical Market Research Credit: 3.0**

**Rationale of the Course:** In this course student will be taught the fundamental steps involved in the pharmaceutical marketing research process. The course will expose students to the pharmaceutical marketing research process using both primary & secondary data sources. Special attention will be provided to syndicate data sources from IQVIA. The course will also cover topics like research design, data analysis and interpretation of results. This course can be beneficial to beginners in marketing research and to the users of marketing research information for decision making.

**Course Content:** Market analysis, Targeting the audience, Research and planning for both new product and market, Identifying key markets and events, Understand the factors that have triggered or that are likely to trigger market facts and procedures, Analyze the implications for the stakeholders, Marketing intelligence, Information analysis.

**Reference books:**

1. Research Methodology in Medical and Biological Science Edited by Petter Laake, Haakon Benestad, Bjorn Olsen
2. Marketing Research by V. Kumar, Robert P. Leone, David A. Aaker, George S. Day

**Course Code: PM 606 Course Title: Pharmaceutical Policy and Regulations Credit: 3.0**

**Rationale of the Course:** Regulatory affairs is the interface between business and government regulations. This course will educate the students with law, regulations and policies related to pharmacy practices and narcotic issues. Also, aid in the development of the regulatory environment by applying and maintaining good regulatory practices. It will play role in writing and reviewing regulatory documents.

**Course Content:** The Drugs Act, Product registration, Approval process, Ethical marketing environment, Drug policies, Regulated & Non-regulated pharmaceutical market, Common Technical Documentation, Basic introduction to USFDA, EMA, TGA, PMDA, Regulatory inspections, New venture, Pharmacovigilance.

**Reference books:**

1. Pharmaceutical regulatory affairs: An introduction to life scientists. Author: Dr. C F Harrison. Harrison Scientific.
2. Regulatory Affairs in Pharmaceutical Industry Edited by Javed Ali, Sanjula Baboota

## SUPPLY CHAIN MANAGEMENT

**Course Code: SCM 601 Course Title: Fundamentals of Supply Chain Management**

**Credit: 3.0**

**Rationale of the Course:** This is an elective course in the EMBA program that will cover the fundamentals of supply chain management in a business environment.

**Course Content:** This course covers the definition of a supply chain with examples; process view and push/pull view in a supply chain; responsive versus efficient supply chain; supply chain drivers; supply chain coordination and bull-whip effect; designing the supply chain network; managing inventories in a supply chain; financial impact of stock-out; transportation in a supply chain; transportation metrics; supply chain performance metrics and financial analysis; case studies

### **Basic Text:**

- Sunil Chopra and Peter Mendle: *Supply Chain management – Strategy, Planning & Operation* Pearson Prentice-Hall.

### **Reference Books:**

- Robert Chase and Richard Chase: *Operations and Supply Chain management* 15th Edition, McGraw-Hill.
- Coyle, Langley, Gibson, Novack and Bardi: *Supply Chain Management – A Logistics Approach* Cengage.

**Course Code: SCM 602 Course Title: Physical Distribution and Logistics Management**  
**Credit:03**

**Rationale of the Course:** Supply Chain Management involves the flows of materials and information among all the parties that work to fulfill customers' order at least cost and time. With increasing competition around the globe, supply chain management has become a source of competitive advantage. While effectiveness in managing supply chain bring opportunity, ineffectiveness may bring loss and disaster. Thus, a strong understanding of supply chain management concepts and the ability to recommend improvements is a necessary skill for today's managers.

Distribution and logistics management is a key driver of supply chain. The key elements of distribution and logistics covered in this course include, network design, facility location, capacity planning, logistics planning and strategy, customer service, procurement, transport, transport modes selection, vehicle routing, inventory policies, inventory, warehousing, and handling.

**Course Content:** Role of Transportation in Supply Chain, SC Driver and Performance metrics, ABC & XYZ Analysis Designing Distribution Network, SC Network Design, Aggregate Planning, Transportation Modes, Infrastructure & Trade-offs, Routes & Costing, Designing Global Supply Chain Network, Sourcing

**Course Code: SCM 603 Course Title: Procurement Management and Operations Planning**

**Credit: 3.0**

**Rationale of the Course:** This is an elective course in supply chain management.

**Course Content:** Topics in this course include: key elements of operations planning, strategic procurement, procurement process, competitive bidding and negotiation, make or buy, price and cost analysis, quality and inventory, supplier selection, supplier development and certification, e-Procurement involving users and suppliers.

**Basic Text:**

William J. Stevenson. Operations Management, Indian Edition (11e), McGraw-Hill Education (India)

Lysons, K. and Farrington, B. (2012). Purchasing and Supply Chain Management. Pearson Education.

**Reference Books:**

Lee J. Krajewski and Larry P. Ritzman. Operations Management - Strategy and Analysis, 6<sup>th</sup> Ed, Pearson Education Asia

Sollish F. and Semanik, J. (2012). Procurement and Supply Manager's Desk Reference. 2<sup>nd</sup> Edition, Wiley.

**Course Code: SCM 604**

**Course Title: IT Application in Supply Chain Management**

**Credit: 3.0**

**Rationale of the Course:** This is an elective course in supply chain management.

**Course Content:** Topics in this course include: emerging innovation and application of Information Technologies such as internet of things, supply chain analytics; IT concepts in issues related to logistics.

**Basic Text:**

Ross, D. F. (2011). Introduction to supply chain management technologies. CRC Press. JM:

**Reference Books:**

Bayles, D. L. (2002). E-commerce logistics and fulfilment. Prentice Hall.

Laudon, K. C., & Laudon, J. P. (2007). Essentials of business information systems. Prentice Hall.



**Course Code: SCM 605 Course Title: International Supply Chain Management Credit: 3.0**

**Rationale of the Course:** This is a specialized course for students pursuing International Business major in the EMBA program. This course will help the students to understand the functions and concepts of global supply chain management as well as how the supply chain functions operate in global perspective.

**Course Content:** This course explores the key issues associated with the design and management of Global Supply Chains (GSC). GSC is concerned with the efficient integration of Global suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time. This course requires the student to assess the role of the organization and optimally allocate its resources in a global supply chain. Topics include the foundations of Global Supply Chain Management (GSCM), Optimization of the GSCM Efficiency and Global Supply Chain Redesign from the perspective of all the elements of supply chain and the value starting from inventory: inbound and outbound logistics, production planning, sales, distribution, marketing and management, etc.

## PART D: GRADING/EVALUATION

### 18. Grading/Evaluation

Grades will be calculated as University Grants Commission of Bangladesh (UGC) grading scale and individual students will be evaluated based on the following criteria with respective weights.

#### *Assessment of Courses*

The total performance of a student in a given course is based on a scheme of continuous assessment. The performance of a student is measured and evaluated throughout the semester by class tests, quizzes, homework, assignments, term papers, midterm and final examination. The methods of performance evaluation to be used in a course will be provided in the course outline circulated by the course teacher in the beginning of a semester.

The distribution of total marks for a given course is as follows:

<b>Assessment Type</b>	<b>Weight (%)</b>
Continuous Assessment	40
Mid Semester Examination	20
Semester Final Examination	40

- (i) **Assessment:** Marks for assessment will be given by the course teacher through quizzes, assignments, presentation, term papers, case reports, class performance, class attendance etc. Course teacher will publish assessment marks in the last week of class.
- (ii) **Mid Semester Examination:** Mid semester examination will be held according to the academic calendar published by the university at the beginning of a semester. The classes will remain suspended during the mid-semester examination and the exam is to be completed within one week.

(iii) **Semester Final Examination:** Semester final examination will start at the end of regular classes for a semester. The time duration of each examination will be 3 hours. A student is required to attend at least 70% of the classes held for every course in order to sit for the semesterfinal examination.

The breakdown of marks for each item of evaluation will be circulated in the course outline by the course teacher. Course teachers will make various evaluations (assessment, mid semester examinationand final examination).

#### a. Grading Scale

Each letter grade is equivalent to a numerical value and grade point. Letter grades and their corresponding grade points are as follows:

Sl. No.	Numerical Grade	Letter Grade	Grade Point
1	80% or above	A+	4.00
2	75% to less than 80%	A	3.75
3	70% to less than 75%	A-	3.50
4	65% to less than 70%	B+	3.25
5	60% to less than 65%	B	3.00
6	55% to less than 60%	B-	2.75
7	50% to less than 55%	C+	2.50
8	45% to less than 50%	C	2.25
9	40% to less than 45%	D	2.00
10	Less than 40%	F	0
11	Incomplete	I	-

**Exemption:** Means credits earned for equivalent course(s) by a student in other universities/academicinstitutions.

## **b. Grades**

**Grade ‘F’:** If a student fails to achieve at least 40% mark in a course he/she will get ‘F’ grade in that course. Absence in the final examination held at the end of each academic semester will also result in ‘F’ grade.

**Grade ‘I’:** Grade ‘I’ means incomplete work. Grade ‘I’ may be given to a candidate when he/she fails to appear at the semester final examination for reasons beyond his/her control. Grade ‘I’ shall be converted to the actual grade obtained by the students in repeat examination. Otherwise, grade ‘I’ shall be converted to

an ‘F’ grade. If necessary, in case of project work/thesis/internship, the final result may be published by providing I grade.

## **c. Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA)**

A student’s performance is evaluated by the number of credits that he/she has completed satisfactorily and the weighted average of the grade points that he/she has achieved. The Grade point average (GPA) is computed by the following formula:

$$\text{GPA} = \frac{\sum(\text{Grade Points} \times \text{Credits})}{\sum \text{Earned Credits}}$$

The grade points are points against letter grades A+, A, A-, B+, B, B-, C+, C, C- and D. Credits are for those courses attempted at this university only.

## **d. Course Withdrawal**

After completing the course registration for a particular semester, students can withdraw from any registered course by consulting with their advisor within two weeks from starting the classes.

**e. Retaking/Back-log courses**

If any student fails in one or more courses in any semester and obtains an F grade, he/she can complete it in the next semester along with other regular courses.

**f. Grades Improvement**

The provision for improvement of grades applies only to those who obtained a grade C or lower in any course. Such candidates may be allowed to improve their grades by surrendering the earlier grade obtained by him or her. A student will be allowed to improve a maximum of two courses. A student may apply for such provisions any time during his/her study period in the university but not beyond two weeks after the publication of his/her last semester results.

**g. Re-evaluation of Answer Script**

Re-evaluation of the final examination answer scripts may be permissible. A candidate can apply for re-evaluation of any answer script for the final examination to the Controller of Examinations through their advisor and Head of the Department on payment of 700 taka only per script within 7 working days from the publication of the final results.

The grade points are points against letter grades A+, A, A-, B+, B, B-, C+, C, C- and D. Credits are for those courses attempted at this university only.

**h. Policy for Semester Drop Retaking/Back-log courses**

After completing registration by paying registration fees, students can drop the semester by filling the semester drop application provided by university authority within two weeks from the commencement of classes. Students will submit their application along with the recommendations of the respective advisor and Head of the Department to the Registrar office.

***Disciplines in Examinations***

Department of Business Administration, UAP maintains very strict discipline for the smooth conduct of examinations. The following activities by the examinee shall constitute an offence or misconduct. Students are liable to be punished according to the UAP rules if they are found to have committed any such offence mentioned as follows:

<b>Offenses</b>	<b>Punishment</b>
1. Any verbal communication between one another.	Warned twice and deduction of 5- 15 marks or seizure of answer script and question for up to 20 minutes depending on the nature and extent of the offence, as decided by the invigilator (CI).
2. Appearing at the examination without Admit Cards. 3. Possessing objectionable/illegal/incriminating papers or question paper, materials, electronic gadgets or devices, books, bags, subject related text in any part of body etc.	Cancellation of the particular examination.
4. Refusing to hand over/throwing out of reach/swallowing/erasing objectionable/illegal/incriminating papers or question papers, materials, electronic gadgets or devices, books, bags, subject related text in any part of body etc. 5. Writing on objectionable/illegal/incriminating papers or question papers, materials, electronic gadgets or devices, books, bags, subject related text in any part of body etc. and copying from them. 6. Copying from objectionable/illegal/incriminating papers or question papers, materials, electronic gadgets or devices, books, bags, subject related text in any part of body etc. clothes,	Cancellation of all examinations of the concerned semester

<p>handwritten/printed/cell phone or photocopied materials etc.</p> <p>7. Writing anything on the wall, desk, bench, clothes, blackboard, floor or in any part of the body and copying from these writings.</p> <p>8. Changing or exchanging registration number/Answer Script/ question paper between examinees.</p>	
<p>9. Misbehaving with intimidating, abusing or taunting the invigilators on duty or anybody concerned with the conduct of examination.</p> <p>10. Impeding/creating obstruction or disturbance in smooth holding /conducting of examination, or preventing others to take the examination or provocation examinees to leave the examination hall.</p>	<p>Expulsion for two semesters. These two semesters will be the concerned semester and the nextone</p>
<p>11. Assaulting or attempting to assault invigilators or any person concerned with the examinations in or outside the examination hall/premises.</p>	<p>Expulsion from the university</p>
<p>12. Trying to smuggle in or out any Answer/Question papers or adding such smuggled Answer Script / sheet with the original Answer Script.</p>	<p>Expulsion for two emesters. Thesetwo semesters will be the concerned semester and the nextone</p>
<p>13. Having the handwriting of two different people in the sameAnswer Script.</p>	<p>Cancellation of the all examinations for the concerned semester</p>

<p>14. Taking a seat illegally in an unauthorized place in lieu of his/her marked seat/room and refusing to move to his/her authorized place or room.</p>	<p>Expulsion for two semesters. These two semesters will be the concerned semester and the next one</p>
<p>15. Changing /substituting a cover or inside page of the AnswerScript of the university. 16. Writing something objectionable and/or irrelevant things in the Answer Script to the invigilator.</p>	<p>Cancellation of the all examinations for the concerned semester</p>
<p>17. Leaving the examination hall without submitting the AnswerScript to the invigilator.</p>	<p>Cancellation of the concerned examination</p>
<p>18. Damaging /tearing off the Answer Script/objectionable papers/cell phone or any other electronic device etc. or refusing or creating any obstruction to hand over such papers/cell phone any other electronic device to the authority.</p>	<p>Expulsion for two semesters. These two semesters will be the concerned semester and the next one</p>
<p>19. Appearing in the examination illegally through impersonation.</p>	<p>Expulsion from the university</p>
<p>20. Trying to avail special advantage illegally by falsification/pretexts of any sort (fake medical certificate/false incident/false documents or any other fraudulent activities).</p>	<p>Cancellation of the all examinations for the concerned semester</p>
<p>21. Damaging furniture/gadgets/equipment/vehicle or any other property of university/ or anyone in the examination hall/premises or trying to set fire on such valuables in the examination hall/premises.</p>	<p>Expulsion from the university</p>



<p>22. Such other acts not mentioned above on the part of the examiner as in the opinion of the authority may be regarded as anoffence.</p>	<p>Disciplinary action in the form of cancellation of the examination and debarring from appearing at the subsequent examinations may be taken by the appropriate authority/ discipline committee of the University.</p>
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### ***Code of Conduct***

The UAP is very keen to keep its campus free from any sort of sexual abuse or harassment. To attain this goal, the UAP administration needs the cooperation and commitment of all: the students, the faculty and the staff, alike. Sexual abuse and harassment have been identified as below:

1. Behavior colored with unwelcome sex appeal (direct or by indication) like physical touch or advances.
2. Attempts or efforts to establish sexual relations by abuse or administrative/professional power.
3. Language with tinge of sexual abuse and harassment.
4. Demand or request for sexual favors.
5. Showing pornography.
6. Remark or gesture implicating sex appeal.
7. Teasing through indecent gesture, language or remark, to get near to or follow someone with the aim of fulfilling filthy intentions without one's knowing and to tease or cut jokes in language implicating sex.

8. To say or write anything on letter, telephone, cell phone, SMS, photo, notice, cartoon, bench, chair, table, notice board, office, factory, laboratory, classroom, walls of bathrooms/toilets with amotive of sexual implications.
9. Taking still or video photographs for the purpose of blackmailing and character assassination.
10. To pose threat to keep someone away from participation in sports, cultural, institutional and academic activities for fear of sexual abuse and harassment.
11. To pose a threat or exert pressure in case of refusal of love proposals.
12. To establish or try to establish sexual relations by intimidation, deception or false assurance.

Anyone, male or female, having any complaint against anybody on any of the above grounds, must contact the ‘Departmental Focal Point’ (there is one in each department) of the ‘Complaint Committee’ and act on his/her advice. The administration is determined to take appropriate actions against the violators. UAP has a Sexual Harassment Committee to handle the different complains of students.

### ***Class Attendances***

Students are required to attend the lectures of the courses that they have enrolled. Required percentage of attendance (70%) is mandatory for a student to be eligible to sit in the semester final examination.

<b>% Actual Class Attendance (without addition of any attendance due to illness or other causes)</b>	<b>Procedure</b>
70% or more	Student can attend the Final Examination
60% to less than 70%	<p>Normally students are not eligible to attend the Final Examination. However, on medical grounds, a student can follow the following steps to attend the final exam:</p> <ol style="list-style-type: none"><li>1) Student can submit an application to the adviser with proper prescription or medical certificate</li><li>2) Adviser will check and forward the application to the doctor at UAP with comments, signature, date, and seal</li><li>3) Students then submit the application to the doctor at UAP</li><li>4) The doctor at UAP will check the application</li></ol>

	<ol style="list-style-type: none"><li>5) After approval by doctor at UAP, student will submit a photocopy of the application to the course teacher(s) and will show the original application</li><li>6) Course teacher will write a note in the attendance sheet submitted to the DAO and will attach the application with submitted attendance sheet (Considered as per application attached)</li><li>7) In absence of course teacher student will communicate with the Exam committee in case of emergency. Exam committee will communicate with the course teacher and discuss the matter.</li><li>8) After informing course teacher, the Exam committee will write a note in the submitted attendance sheet (Considered as per application attached)</li><li>9) All these processes should be completed before the start of the PL</li><li>10) If any student submits application during the PL or during exam, all the above steps should be completed before sitting for the final exam.</li></ol>
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<p>50% to less than 60%</p>	<p>Normally students are not eligible to attend the Final Exam. However, student can follow the following steps:</p> <ol style="list-style-type: none"><li>1) Student can write an application to the Vice Chancellor (VC) with proper reason and will submit the application to the adviser</li><li>2) Adviser will check and forward the application to the doctor at UAP if required, otherwise after forwarding to the Head of the department, adviser will send the application to the VC office.</li><li>3) After approval, the student will submit a photocopy of the approval document to the course teacher(s) with the photocopy of application</li><li>4) Course teacher will write a note in the attendance sheet submitted to the DAO and will attach the application and approval document with the submitted attendance sheet (Considered as per document attached)</li><li>5) In absence of the course teacher, the student will communicate with the Exam committee in case of an emergency. Exam committee will</li></ol>
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	<p>communicate with the course teacher and discuss the matter.</p> <p>6) After informing the course teacher, the Exam committee will write a note in the submitted attendance sheet (Considered as per application attached)</p> <p>7) All these processes should be completed before start of the PL</p> <p>8) If any student submits an application during the PL or during exam, all the above steps should be completed before sitting in the finalexam.</p>
Less than 50%	Student cannot attend the Final Examination





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