Comilla University
Master of Business Administration (MBA)
Department of Finance and Banking
Curriculum: Sustaining OBE Compliance
Effective from 2023-2024

Part A: Introduction

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

   a) MBA (Taught) in Finance and Banking

   b) MBA (Mixed-Mode) in Finance and Banking

2. **Name of the University :**

   Comilla University, Cumilla, Bangladesh

3. **Vision of the University**

   Comilla University is committed to empowering society, advancing development, promoting human welfare and a sustainable planet.

4. **Mission of the University**

   M-1 To impart knowledge through effective teaching and learning.

   M-2 To create enabling academic culture supporting high quality research.

   M-3 To collaborate with well-established institutions for promoting high-quality teaching, learning and research.

   M-4 To develop human capital capable of delivering sustainable outcomes for current and future generations

5. **Name of the Program Offering Entity:**

   Department: Department of Finance & Banking

   Faculty: Faculty of Business Studies

6. **Vision of the Department of Finance & Banking**

   The Department of Finance and Banking is committed to producing competent business graduates who lead the competitive global economy equipped with finance and Banking knowledge.

7. **Mission of the Department of Finance & Banking**

   M-1 To provide knowledge-based environment for the future young professionals by ensuring sustainability.

   M-2 To facilitate both academic and empirical learning through scholarly teaching quality for nurturing wisdom, leadership skills, ethics and social responsibility.

M-3 To enable our students to analyze the future indicators of development through community engagement, incorporating financial, social, and environmental context in organizational and business decisions.

M-4 To make our students eligible enough to thrive for competitive global economy.

8. Objectives of the Department of Finance & Banking

1) To provide the necessary knowledge to highlight the role of Finance and Banking in contemporary societies and on economic, social, cultural and technological all levels.

2) To provide a rigorous education in finance and banking emphasizes critical thinking, analytical skills, ethical decision-making, and a global perspective.

3) To develop students' intellectual and professional skills, competencies, and business ethics and standards to enhance their chances of leading successful careers within local and international levels.

4) To enable students to enrich the public-benefit activities through research services, consultations, learning programs and other voluntary activities.

9. Name of the Degree:

a) MBA (Taught) in Finance and Banking

b) MBA (Mixed-Mode) in Finance and Banking

10. Description of the Program

The Mater of business administration (MBA) is a 1.5 years program that prepares students for success in the corporate world. This degree provides theoretical and practical inputs to students on the assorted courses in Finance & Banking. The program is designed to provide the basis for developing the skills necessary to face the challenges of job market, community engagement and global business world.

Name of the Program	: Master of Business Administration (MBA)
Department	: Department of Finance & Banking
Program Duration	: 1.5 Years
Total Semesters	: 3 Semesters
Semester Duration	: 06 Months
Credit Per Course	: 03

Total Course : 13 Courses + Viva voce + Internship

Total Credit : 45

Graduate Attributes (based on need assessment)

Comilla University is committed to lead through providing effective teaching, research and culturally enriched educational experience that will transform the lives of its students. Aspiration of the university is to produce graduate through developing knowledge, skill and attitudes to equip them to promote growth and welfare of the rapidly changing world.

In addition, to their subject specific expertise (Mastery of Subject Knowledge) the university graduates will have the following attributes:

- Critical thinking, creativity and innovation
- Communication-Language Proficiency and & Digital Literacy
- Professionalism and Ethical
- Entrepreneurial and Leadership
- Community Engagement and Social responsibility-Cross cultural Communication
- Lifelong learning

11. Program Educational Objectives (PEOs)

PEO1	To demonstrate critical and analytical thinking skills by evaluating and synthesizing information across all functional areas of finance and banking in both local and global contexts.
PEO2	To build a foundation for constructive assessment and exercise of leadership, decision-making, team management, power, and communication skills.
PEO3	To integrate quantitative and qualitative research processes and methods by defining, analyzing, and solving business problems.
PEO4	To evaluate and integrate economic, political, technological, environmental and societal issues into decision making and show competencies required to compete in the global environment for sustainability.

13. Program Learning Outcomes (PLOs)

After successfully completion of MBA, students will be able to –

PLO1	Acquire in-depth foundation in finance and banking, as well as an understanding of the industrial and technological landscape.
PLO2	Employ innovative strategies that promote academic excellence and the practical application of knowledge in the areas of business.
PLO3	Develop critical thinking skills to effectively address a wide range of challenges, enabling to remain competitive in a rapidly changing world.
PLO4	Create a research-oriented environment that encourages to explore uncharted areas in order to advance the understanding of the subject matter.
PLO5	Apply the ability to communicate ideas effectively and efficiently in a variety of business settings as well collaborate effectively as a business leader and team member in various business and cross-cultural contexts using best practices to achieve common goals.
PLO6	Incorporate the concepts of global diversity and inclusiveness in their analyses and decision making and act as a global citizen through community engagement, incorporating financial, social, and environmental context in organizational and business decisions.
PLO7	Analyze ethical issues and demonstrate the skills necessary to make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.
PLO8	Act as socially responsible leaders who embrace lifelong learning and possess the competence to contribute to sustainable development in society.

14. Mapping mission of the university with PEOs

	M1	**M2**	**M3**	**M4**
PEO1	✓		✓	
PEO2			✓	✓
PEO3	✓	✓		
PEO4			✓	✓

15. Mapping PLOs with the PEOs

	PEO1	PEO2	PEO3	PEO4
PLO1	✓			
PLO2				✓
PLO3	✓			
PLO4			✓	
PLO5		✓		
PLO6	✓	✓		✓
PLO7			✓	
PLO8		✓		✓

16. Program Learning Outcomes (PLOs)

SL No	ISCED Code	Course	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
1.	0413	FIN: 511	✓	✓		✓	✓	✓		✓
2.	0412	FIN: 512	✓	✓	✓	✓	✓	✓	✓	✓
3.	0412	FIN: 513	✓	✓	✓	✓	✓	✓	✓	✓
4.	0412	FIN: 514	✓	✓		✓	✓		✓	✓
5.	0412	FIN: 515	✓	✓	✓	✓		✓		✓
6.	0412	FIN: 521	✓	✓	✓	✓	✓			
7.	0412	FIN: 522	✓	✓	✓	✓	✓			
8.	0412	FIN: 523	✓	✓	✓	✓	✓			

SL No	ISCED Code	Course	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
9.	0412	FIN: 524	✓	✓	✓			✓		✓
10.	0311	FIN: 525	✓	✓	✓	✓	✓	✓		✓
11.	0412	FIN: 531	✓	✓	✓	✓		✓	✓	✓
12.	0412	FIN: 532	✓	✓	✓	✓	✓		✓	✓
13.	0412	FIN: 533	✓	✓	✓	✓	✓	✓	✓	
14.	0412	FIN: 534	✓	✓	✓	✓	✓	✓		✓
15.	0412	FIN: 535	✓	✓	✓	✓		✓		✓

Part B : Structure of the Curriculum

17.

a) Duration of the Program :
Year: 1.0 year for Taught mode and 1.5 years for Mixed mode.
Semester: 2 Semesters for Taught mode and 3 semesters for Mixed mode

b) Admission Requirements: As per university rules, students from all disciplines are eligible to be admitted into the MBA program.

c) Total credit requirement to complete the program :

i) MBA (Taught) in Finance and Banking: 44 credit points
ii) MBA (Mixed-Mode)) in Finance and Banking: 50 credit points

d) Total class weeks in a Year/semester: 14 (fourteen) weeks class in a semester

e) Minimum CGPA requirement for graduation: Minimum CGPA is 2.25.

f) Maximum academic years of completion: 2 (two) academic years from the 1st admission to the program.

g) Category of courses:

i. General Education Courses (Compulsory course for all)

Serial No.	ISCED Code	Course Code	Course Title	Credit Hours
1.	0311	FIN: 525	Econometrics	3.0
			Total	**3.0**

ii. Core Courses (Compulsory courses for all)

Serial No.	ISCED Code	Course Code	Course Title	Credit Hours
1.	0412	FIN: 511	Islamic Finance and Banking	3.0
2.	0412	FIN: 512	Modern Finance Theory	3.0
3.	0412	FIN: 513	International Financial Management	3.0
4.	0413	FIN: 514	Project Appraisal and Management	3.0
5.	0412	FIN: 515	Portfolio Strategies and Management	3.0
			Total	**15.0**

iii. Elective Courses

a) MBA (Taught in Finance and Banking [any seven (07) courses]

Serial No.	ISCED Code	Course Code	Course Title	Credit Hours
1.	0412	FIN: 521	Commercial Bank Management	3.0
2.	0412	FIN: 522	Financial Engineering and Derivatives	3.0
3.	0412	FIN: 523	Corporate Governance and Restructuring	3.0
4.	0412	FIN: 524	Sustainable Finance	3.0
5.	0412	FIN: 531	Contemporary issues in Finance and Banking	3.0
6.	0412	FIN: 532	Behavioral Finance	3.0
7.	0412	FIN: 533	Financial Management for Non-Profit Organization	3.0
8.	0412	FIN: 534	Financial Technology	3.0
9.	0412	FIN: 535	Foreign Exchange Management	3.0
			Total	**21.0**

b) MBA (Mixed-Mode) in Finance and Banking [any four (04) courses]

Serial No.	ISCED Code	Course Code	Course Title	Credit Hours
1.	0412	FIN: 521	Commercial Bank Management	3.0
2.	0412	FIN: 522	Financial Engineering and Derivatives	3.0
3.	0412	FIN: 523	Corporate Governance and Restructuring	3.0
4.	0412	FIN: 524	Sustainable Finance	3.0
5.	0412	FIN: 531	Contemporary issues in Finance and Banking	3.0
6.	0412	FIN: 532	Behavioral Finance	3.0
7.	0412	FIN: 533	Financial Management for Non-Profit Organization	3.0
8.	0412	FIN: 534	Financial Technology	3.0
9.	0412	FIN: 535	Foreign Exchange Management	3.0
			Total	**21.0**

Note: The academic committee of the department preserves the right to select elective courses for taught and mixed modes for each batch independently from the abovementioned list.

iv. **Project:** Project for six months (in 3rd semester) in finance, other business related issues in a integral part of the MBA (Taught) in Finance and Banking. Project comprises 03 credit hours.

v. **Dissertation:** Dissertation for 1 year (2nd and 3rd semester) in finance, other business related issues are an integral part of the MBA (Mixed-Mode) in Finance and Banking. Proposal defense must be completed within two weeks of starting of the 2nd semester, and in the 3rd semester dissertation defense will be arranged by the Examination Committee. Dissertation comprises 12 credit hours, out of which 09 credits for dissertation report and 03 credits for dissertation defense.

18. Year/Level/Semester/Term Wise distribution of courses

The duration of MBA program is one and half years divided into three semesters. A total of 45 credit hours have to be completed by the students. The students of MBA (Taught) in Finance and Banking will complete 13 taught courses, first year ending (after 2nd semester final examination) viva-voce examinations and a project (project report and defense). The students of MBA (Mixed-Mode) in Finance and Banking will complete 10 taught courses, first year ending (after 2nd semester final examination) viva-voce examinations and a dissertation (dissertation report and defense). Every semester will be of twenty-three weeks of which fourteen weeks for class teaching, two weeks' examination preparatory leave six weeks for holding the semester final examinations (Including practical/field work/oral/ /Seminar/Defense and Result preparation), and one-week semester break.

For each course unit, there will be two lectures of one and half hours each in every week and each course unit will be given a weight of 3 credit hours. Students have to appear before viva-voce exams at the end of second semester. In addition, students of taught program have to undergo a project of six months in the third semester. The project carries 3.0 credit hours including project report and defense. The students of mixed-mode will conduct a research and prepare dissertation and face defense. The dissertation carries 12.0 credit hours including dissertation report and defense. The total 45 credit hours in MBA program are distributed as follows:

a) MBA (Taught) in Finance and Banking

Semester	Course work	Viva-voce/ Project	Credit Hours
First semester	6 courses × 3 credits	-	18
Second semester	6 courses × 3 credits	2 credit Viva-Voce	20
		Internship/Project (3+3=6 credits)	06
Total			**44**

b) MBA (Mixed-Mode) in Finance and Banking

Semester	Course work	Viva-voce/ Project	Credit Hours
First semester	6 courses × 3 credits	-	18
Second semester	6 courses × 3 credits	2 credit Viva-Voce	20
Third semester	-	Dissertation	12
Total			**50**

Curriculum for Master of Business Administration (MBA)
Academic Session: 2022-2023

Courses for MBA
Effective from MBA 7th Batch (Session: 2023-2024)

Year & Semester	BNFQ Code	Course Code	Course Title
First Year First Semester (Compulsory for all)	0412-511	FIN: 511	Islamic Finance and Banking
	0412-512	FIN: 512	Modern Finance Theory
	0412-513	FIN: 513	International Financial Management
	0413-514	FIN: 514	Project Appraisal and Management
	0412-515	FIN: 515	Portfolio Strategies and Management
	0412-516	FIN: 531	Contemporary issues in Finance and Banking
First Year Second Semester (Compulsory for all)	0412-521	FIN: 521	Commercial Bank Management
	0412-522	FIN: 522	Financial Engineering and Derivatives
	0412-523	FIN: 523	Corporate Governance and Restructuring
	0412-524	FIN: 524	Sustainable Finance
	0311-525	FIN: 525	Econometrics
	0412-526	FIN: 526	Foreign Exchange Management
			OR
	0412-527	FIN : 533	Financial Management for Non-Profit Organization

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN:511
2. **Course Title** : Islamic Finance and Banking
3. **Course Type (GEd/Core Course/Electives/…)** : Core Course
4. **Year/Semester** : MBA 1st Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** : Not Required
7. **Credit Value** : 03
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. **Rationale of the Course**: Islamic finance is a type of financing activity that must comply with Shariah (Islamic Law). The concept can also refer to the investments that are permissible under Shariah. The common practices of Islamic finance and banking came into existence along with the foundation of Islam. This course provides an introduction to the basic concepts of Islamic banking and finance applied locally and globally.

11. **Course Objectives:**

- The objective of this course is to impart knowledge and expertise in the field of Islamic banking and finance
- To understand the basis of Islamic banking and finance; differentiate the elements between the Islamic financial system and its conventional counterpart.
- To delivers an overview of Islamic banking industry: its origin, current status and future.
- It also focuses different types of Islamic banking products and their utilization and also explains the role of Shariah Boards that validates individual Islamic banks' products, procedures and operations

12. **Course Learning Outcomes (CLOs):**

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Demonstrate the main principles of Islamic banking and finance.
CLO2	Recognize the nature and scope of Islamic finance and its relationship with conventional finance and the current practices of Islamic banks and their relationship with non-financial corporations.
CLO3	Acquire extended awareness and comfortable communication in Islamic finance, as well as enhanced understanding of Islamic finance principles and the requirements of Islamic finance partners.
CLO4	Evaluate the range of Islamic financial instruments available for investors and

	corporations.
CLO5	Analyze the key features of contemporary products offered by Islamic Banks and develop blended finance solutions combining Islamic social and commercial finance instruments with technology and innovation.
CLO6	Explore how Islamic finance instruments and institutions can be utilized to support the Sustainable Development Goals through real world.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2	✓							
CLO3		✓			✓			
CLO4		✓			✓	✓		
CLO5				✓				
ClO6								✓

<u>Part: B</u>

		Course Contents	Hours	CLOs
Course Plan	**1.**	**Islamic Financial Principles:** The Prohibition of Riba, Implications of Non-Interest based Finance, The Prohibition of Gharar, Participatory Finance and Risk and Reward Sharing, Partnership Contracts and Guarantees.	**6**	**CLO1**
	2.	**Legal Systems and Shari'ah Law:** Shari'ah Law; Laws that convert entire Financial System to being Shari'ah Compliant; Distinct Liability and Asset Structure of Islamic Banks; Liquidity Management Issues; Regulation of dedicated Islamic Banks and Windows; Sources of Shari'ah: the Quran, Sunnah and Fiqh Muamalat; and Composition and responsibilities of Shari'ah Board	**6**	**CLO1**
	3.	**Islamic Deposit Facilities:** Various Deposits in Islamic Banks; The Characteristics of Qard Hasan, Wadia and Amanah Deposits; Wakala Treasury Deposits for Fixed Time Periods; Mudarabah Investment Deposits; and Restricted and Unrestricted Investment Deposits.	**6**	**CLO2 CLO5**
	4.	**Islamic Investment Methods:** Murabahah, Mudaraba, Musharakah, Salam Contracts involving Advance Payments and Parallel Salam, Islamic Leasing (Ijara) and Hire Purchase, and Project Finance using Istisna and Parallel Istisna.	**6**	**CLO2 CLO3**
	5.	**Islamic Fund Management:** Islamic Fund Management Advantages for Shari'ah Compliance, Categories of Islamic Funds,	**6**	**CLO3 CLO4**

			Screening Methodologies, Sector Screening for Acceptable Business Activity, The Dow Jones Islamic Market Indices and Lessons from the Ethical Investment Industry.		
		6.	**Sukuk Securities:** Rules for the Issuance of Sukuk; Sukuk Bills, Bonds and Notes; Sukuk Characteristics, Choices and Concerns; and Sukuk Experiences in the Gulf and South East Asia.	**3**	**CLO2 CLO4**
		7.	**Takaful Insurance:** Takaful versus Conventional Insurance, Mutual Insurance Principles, Family Takaful Insurance, Risk management by Takaful Companies, and Re-Takaful Operations and Underwriting.	**3**	**CLO2 CLO4**
		8.	**The Islamic Financial Infrastructure:** Islamic Development Bank (IDB), Islamic Financial Services Board (IFSB), Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), International Islamic Financial Market (IIFM), International Islamic Liquidity Management Corporation (IILM), and Central Shari'ah Board for Islamic Banks in Bangladesh**.**	**6**	**CLO5 CLO6**

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	**Teaching – Learning**	**Assessment Methods**
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment, Tutorial	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered

FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings:

- An Introuction to Islamic Finance: Theory and Practice – Zamir Iqbal and Abbas Mirakhor.
- Islamic Capitalism and Finance – Murat Cizakca.

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN 512
2. **Course Title** : Modern Finance Theory
3. **Course Type (GEd/Core Course/Electives/…)**: Core Course
4. **Year/Semester** : MBA 1st Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** :Financial Management, Financial Market and Institutions, Corporate Finance
7. **Credit Value** : 03
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

Modern Financing Theory defines and demonstrates "asset pricing intelligence" and studies core asset pricing, investment, information, incentives, and corporate finance topics. It has many components such as Portfolio Theory, Capital Asset Pricing Model and so on. This course is an introduction to some of the key concepts and methods of theory in modern finance. It may help to establish perspectives, approaches, tools and methods of independent thinking, analysis, and problem solving.

11. Course Objectives:

- To introduce a good understanding of finance theory and a good framework and intuition of thinking about issues in finance
- To focus on the development of a framework that is useful for understanding a broad range of major corporate financial decisions from the viewpoint of academician as well as the practitioner
- To gain an understanding of some of the key principles of modern finance theory and how they are applied
- To be able to carry out basic empirical work using these theories

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Explain the essence of finance theory and how various financial aspects fit together.
CLO2	Produce an intermediate treatment of some issues in corporate financial policy.
CLO3	Identify and apply current knowledge of disciplinary or interdisciplinary theory, such as pricing theory and professional practice to business in local and global environments.
CLO4	Develop critical thinking and problem solving skills applicable to business and management practice or issues.

CLO5	Create a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓	✓		✓				
CLO2			✓		✓			
CLO3			✓		✓	✓		
CLO4				✓			✓	✓
CLO5			✓		✓		✓	

Part: B

		Course Contents	Hours	CLOs
Course Plan	**1.**	**Introduction to Financial Theory:** The role of financial theory, historical overview of the corporate finance theory, normative vs. positive theories, ownership, control and compensation of modern firm.	**6**	**CLO 1**
	2.	**Investment, Consumption and Capital Market:** Consumption and investment perspective of individual and firm, role of capital market, fisher separation theorem, certainty and uncertainty case, theory of choices, state preference theory, objects of choices.	**6**	**CLO 2** **CLO 5**
	3.	**Portfolio Theory and Assets Pricing Models:** Markowitz's portfolio selection model, CAPM and APT, empirical test and extension of CAPM, drawbacks of CAPM, development of APT, benefit and drawback of APT, empirical test of APT, current state of Asset pricing theory.	**6**	**CLO 3**
	4.	**Capital Budgeting and Investment Decision:** Critical evaluation of capital budgeting techniques, risk adjustment techniques, capital budgeting refinements, inflation effect, advanced capital budgeting issues.	**6**	**CLO 3** **CLO 4**
	5.	**Market efficiency and Behavioral Finance:** Defining market efficiency, efficient market hypothesis and random walk, implications of EMH, test for market efficiency, market Anomalies, a behavioral interpretation of market anomalies.	**6**	**CLO 2** **CLO 5**
	6.	**Capital Structure Theory:** Observed capital structure pattern, theoretical explanation of observed capital structures, the M-M capital structure irrelevance proposition, the agency cost/Tax shield trade-off model of corporate	**6**	**CLO 2** **CLO 3**

			leverage, the Pecking Order Hypothesis, signaling and other Asymmetric information model.		
		7.	**Dividend Policy:** Observed dividend policy pattern, dividend policy in frictionless capital market, effect of market imperfections on dividend policy, the agency cost/ contracting model, the signaling model.	**6**	**CLO 2**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings

- Financial Theory and Corporate policy by Thomas E. Copeland & J. Fred Weston, Addison – Wisely Publishing Company, Latest Edition.

(b) Supplementary Readings

- Corporate Finance Theory by William L. Megginson, Addison-Wisely, latest edition.
- Investment by Zvi Bodie, Alex Kane & Alan J. Marcus, McGraw Hill Publication, Sixth Edition.
- The Theory of Finance by Eugene F. Fama.
- Modern theory of Corporate Finance by Michael C. Jensen & Clifford W. Smith, McGraw Hall Series.

Course Outline: (Outcome-Based Curriculum)

<u>Part: A</u>

1. **Course Code** **:** FIN: 513
2. **Course Title** **:** International Financial Management
3. **Course Type(GEd/Core Course/Electives/…)** **:** Core Course
4. **Year/Semester** **:** MBA 1st Semester
5. **Academic Session** **:** 2022-23
6. **Pre-requisite (If any)** **:** Financial Management, Financial Markets and Institution
7. **Credit Value** **:** 03
8. **Contact Hours** **:** 42
9. **Total Marks** **:** 100

10. Rationale of the Course:

Domestic and Multinational Corporations (MNCs) are operating in an increasingly competitive global environment. Firm value maximization involves international investing and financing decisions. Firms are exposed to international competition and Financial Managers need to understand currency risk and how international financial markets operate. This course aims to provide students with an in-depth knowledge of: (1) international financial markets, (2) determinants of exchange rates, (3) currency derivatives, (4) international arbitrage and interest rate parity, and (5) exchange rate risk management.

11. Course Objectives:

- To provide an introduction to international finance theory (exchange rate determinants, foreign exchange exposure, foreign exchange markets, interest rate parity).
- To gain understanding about how the foreign exchange market works including product types, quotations, hedging strategies and consequences of changes in foreign exchange rates.
- To develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm.
- To teach students about how to run their own MNC and write a quality feasibility report.

12. Course Learning Outcomes (CLOs):

At the end of this course students will be able to:

CLOs	Learning Outcome Statements
CLO1	Develop an ability to apply international financial management skills in the acquisition, organization, analysis, evaluation and presentation of related information using digitally based resources.
CLO2	Build a commitment to acquiring and understanding international financial management.

CLO3	Grow a frame of reference through which to identify, evaluate, and solve problems pertaining to international financial management.
CLO4	Develop critical and analytical skills and the ability to work independently and create an understanding of the links amongst business disciplines and a commitment to learning.
CLO5	Apply appropriate problem-solving techniques to business problems arising from operating in a global environment.
CLO6	Apply ethical standards and use ethics responsibly in financial markets and the wider community.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	**PLO2**	**PLO3**	**PLO4**	**PLO5**	**PLO6**	**PLO7**	**PLO8**
CLO1	✓		✓					
CLO2					✓			✓
CLO3		✓	✓					
CLO4				✓			✓	
CLO5			✓					✓
CLO6			✓			✓		✓

Part: B

		Course Contents	**Hours**	**CLOs**
Course Plan	**1.**	**Multinational financial Management - overview** **International flow of funds:** Balance of payment, international trade flow, factors affecting international trade flows, correcting a balance of trade deficit, international capital flows, agencies that facilitate internationals flows	**6**	**CLO1**
	2.	**International Financial markets**: Motives for using international financial markets, foreign exchange 10% market, Eurocurrency market, eurocredit market, Eurobond market, international stock markets	**3**	**CLO1** **CLO2**
	3.	**Exchange Rate Determination:** Measuring exchange rate movements, exchange rate equilibrium, factors influencing exchange rate, Currency derivatives Forward market, currency futures, options, call and put options market, conditional currency options, European currency options	**6**	**CLO1**
	4.	**Government Influence on Exchange Rates:** Exchange rate systems, single European currency, government interventions, intervention as a policy tool, How intervention can affect MNC's value	**3**	**CLO3**

		5.	**International Arbitrage and Interest Rate Parity:** Types of International arbitrage, interest rate parity theory Relationships among inflation, interest rates and exchange Rates Purchasing power parity theory, international fisher effect, comparison of IRP, PPP & IFE theories, impact of foreign inflation on the value of MNC	**4.5**	**CLO6**
		6.	**Forecasting Exchange Rates:** Why firms forecast exchange rates, forecasting techniques, services, evaluation of forecast performance, exchange rate volatility, how exchange rate forecasting affects an MNC's value, Measuring exposure to exchange rate fluctuations Is exchange rate risk relevant? Types and management of exposure – transaction, economic and translation exposure, impact of exchange rate fluctuations on MNC's value	**6**	**CLO2 CLO6**
		7.	**Direct foreign investment:** Motives for direct foreign investment, benefits of international diversification, decisions subsequent to DFI, Host Government views on DFI, Impact of the DFI on MNC's value	**3**	**CLO5, CLO4, CLO2**
		8.	**Long term Asset and liability Management:** Financing Long term financing decision, assessing exchange rate risk, reducing exchange rate risk, floating rate bonds, impact of an MNC's long term financing decision on its value	**4.5**	**CLO5**
		9.	**Short term Asset and liability Management:** Financing decision Sources of short term financing, internal financing by MNCs, why MNCs consider foreign financing, determining the effective financing rate, criteria considered for foreign financing, financing with a portfolio of currencies, impact of an MNC's short term financing decision on its value	**6**	**CLO1 CLO2**

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	**Teaching – Learning**	**Assessment Methods**
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Tutorial, Group Discussion	Term paper and Presentation, Summative

		Exam
CLO6	Student Activity and Discussion	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings

- Jeff Madura, International Financial Management, Latest Edition

(b) Supplementary Readings

- Foundations of multinational financial management by Alan C. Shapiro, John Wiley & Sons, Inc, latest edition.
- International Financial Management, Cheol Eun and Bruce Resnick, latest Edition
- International financial management; V V Sharan; PHI EEE; Latest Edition

Course Outline: (Outcome-Based Curriculum)

Part: A

1. Course Code	**:** FIN: 514
2. Course Title	**:** Project Appraisal and Management
3. Course Type (GEd/Core Course/Electives/…)	**:** Core Course
4. Year/Semester	**:** MBA 1st Semester
5. Academic Session	**:** 2022-23
6. Pre-requisite (If any)	**:** Not Required
7. Credit Value	**:** 03
8. Contact Hours	**:** 42
9. Total Marks	**:** 100

10. Rationale of the Course:

Project management is a flourishing field that keeps growing in knowledge and interest at a considerable rate. Understanding project management objectives in-depth is the first step to success, as people will fully realize what it takes to be efficient, effective and competitive in a shifting, complex and at times unpredictable environment. This course provides students with an overview of project management, focusing on project initiation, execution and control. Students also gain the knowledge regarding the nature of project management, which differs from typical management by the innovative, unique and multidisciplinary character of most projects, it is generally agreed that it requires its own tools and techniques.

11. Course Objectives:

- To gather knowledge about project management including the successful development of the project's procedures of initiation, planning, execution, regulation and closure.
- To provide the framework of capital budgeting and generation and screening of project ideas.
- To understand the conceptual clarity about project organization and feasibility analyses in terms of market, technical, financial, and economic.
- To learn different project management processes, tools and techniques from executing, monitoring and controlling, up to project closure.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Identify the key activities in the project life cycle and develop plans with relevant people to achieve the project's goals.
CLO2	Evaluate the project goals, constraints, deliverables, performance criteria, control needs, and resource requirements.

CLO3	Analyze the scope, cost, timing, and quality of the project, at all times focused on project success.
CLO4	Apply the knowledge how developing a project schedule, management of risks, preparing project proposals, mobilizing the project resources, and evaluating which project to select.
CLO5	Implement different project management processes, tools and techniques from executing, monitoring and controlling, up to project closure.
CLO6	Appraise the role of project management in organization change.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓	✓						
CLO2	✓			✓	✓			
CLO3				✓			✓	
CLO4		✓			✓			✓
CLO5				✓			✓	
CLO6							✓	✓

Part: B

		Course Contents		Hours	CLOs
Course Plan		**1.**	**Introduction:** Concept of a Project – Categories of a Project, Project Life Cycle phases, Project Management, The Project Manager, Roles and Responsibilities of Project Manager.	**3**	**CLO1** **CLO5**
		2.	**Generation and Screening of Project Ideas:** Generation of Project Ideas: Generation of Project Ideas, Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Preliminary Screening, Project Rating Index, Techniques of Project Management.	**3**	**CLO2** **CLO3**
		3.	**Analysis of Projects:** • Market and Demand Analysis. • Technical Analysis • Financial Analysis • Social Cost Benefit Analysis • Environmental Appraisal of Projects.	**9**	**CLO3** **CLO4**
		4.	**Estimation of Project Cost** Cost estimation, capital cost, operating and maintenance cost, components of capital, determination of cost of capital.	**6**	**CLO3**
		5.	**Feasibility Study**	**3**	**CLO2**

			Introduction, pre-feasibility study, types of feasibility, steps of feasibility.		**CLO6**
		6.	**Bases of Comparison of Project Alternatives** Single payment compound amount, single payment present worth amount, equal payment series compound amount, equal payment series sinking fund, equal payment series present worth amount, equal payment series capital recovery, annual gradient series.	**9**	**CLO1** **CLO3**
		9.	**Network Techniques for Project Management:** The Basic concepts of PERT/CPM, Solving PERT and CPM, Event Analysis, Estimate of Activity Time in PERT-Finding the Probabilities of Completion in PERT (Risk Analysis)-The CPM: Cost-Time Relationships.	**6**	**CLO3** **CLO4** **CLO5**
		10.	**Project Management Practice in Bangladesh.**	**3**	**CLO6**

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	Teaching – Learning	Assessment Methods
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion, Tutorial	Term paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				

CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings:

- R. Panneerselvam, P. Senthilkumar, Project Management, Current Edition, Prentice-Hall of India Pvt. Limited.
- Stephen P. Robbins, Mary Coulter, Niharika Vohra, Management (Current Edition).
- Prasanna Chandra projects: Planning, Analysis, Selection, Implementation and Review, Fourth Edition, Tata, McGrow-Hill Publishing Company Limited, New Delhi, 1995.
- Devid I. Cleland, Project Management, Strategic Design & Implementation, Second Edition - McGrow-Hill International Edition.

(b) Supplementary Readings:

- S. Chowdhury, Project Management, Tata McGrow-Hill Publishing Company Limited, New Delhi, 1988.
- Skylak Chadha, Managing Project in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects, Second Edition, University Press Limited, Dhaka, 1989.
- United Nations Industrial Development Organization, Guide to Practical Project Appraisal, Social Benefit- Cost Analysis in Developing Countries, United Nations – New York, 1978.
- Project Management Open University Of Bangladesh.

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN: 515
2. **Course Title** : Portfolio Strategies and Management
3. **Course Type (GEd/Core Course/Electives/…)**: Core Course
4. **Year/Semester** : MBA 1st Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** : Investment Analysis
7. **Credit Value** : 03
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

This course's goal is to introduce the fundamentals and ideas of portfolio strategy and management. All investors have made thorough selections regarding the distribution of their overall investments among the available asset classes and the approach to be used when choosing the assets within those classes to invest in. Based on the trade-off between risk and return, the availability of risk-reduction measures, and the investment horizon with other criteria, investment asset allocation and selection decisions are made. The course's objective is to present the subject's theoretical foundation and its practical applications.

11. Course Objectives:

- To give the students the knowledge and resources they need to manage their portfolios and develop investing strategies.
- To understand and manage investments in various assets such as shares, stocks, bonds, and debentures those are exchanged on the securities market.
- To provide a useful treatment of these topics in a financial environment that is changing rather rapidly, it is necessary to stress the fundamentals and to study some important applications.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Identify and analyze the various investment vehicles and the investing environment.
CLO2	Explain the logic behind the investment process and the contents of it in every stage.
CLO3	Apply quantitative approaches to determine the risk and expected return of different investment instruments and the investment portfolio.
CLO4	Differentiate between topics in portfolio theory and use its tenets when creating an investing portfolio.

CLO5	Recognize the psychological factors that influence investment decisions and portfolio performance measures.
CLO6	Create a diverse and effective portfolio, combine financial derivatives with other important financial products as a hedging tool.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓	✓						
CLO2		✓						
CLO3		✓	✓	✓				
CLO4						✓		
CLO5						✓		✓
CLO6								✓

Part: B

			Course Contents	Hours	CLOs
Course Plan		**1.**	**The Investment Setting:** Definition of Investment: Why do people invest? Nature of Investment- Real and Financial Asset, Marketable and Non Marketable Securities; Importance of Studying Investment; Investment Decision Process; Forms of Investment Strategies; Why should we learn Modern Investment Theories? Holding Period Return; Holding Period Yield; Mean Historical Return for Single and Portfolio of Investment; Expected Rate of Return; Risk of Expected Rate of Return; Risk Measure for Historical Return; Determinants of the Required Rate of Return of Investment – Real Risk Free Rate (RRFR), Nominal Risk Free Rate (NRFR) and Factors affecting NRFR, Risk Premium, Risk Premium and Portfolio Theory, Fundamental and Systematic Risk; Relationship between Risk and Return.	**4.5**	**CLO1 CLO2 CLO3**
		2.	**The Asset Allocation Decision:** Concept, Individual Investor's Life Cycle, Portfolio Management, Process, Need for a Policy Statement, Input to the Policy Statement – Investment Objectives and Investment Constraints, Importance of Asset Allocation.	**3**	**CLO2 CLO4**
		3.	**Securities Markets and Stock Market Indexes:** What is Market? Characteristics of Good Market, Primary Capital Markets, Secondary Financial Markets, Over-The-Counter Market, Third Market, Call versus Continuous Markets; Investment Banking; Process of Security Underwriting, Broker	**4.5**	**CLO3 CLO4 CLO5**

			versus Dealer, Types of Orders; Short Sales; Margin Transactions; Security Market Indicator Series – Uses of Market Index, Differentiating Factors in constructing Market Indexes; Different Stock Market Indexes.		
		4.	**Fundamental Analysis:** i) **Economic Analysis:** The Economy and the Stock Market – The Business Cycle, The Relationship between the Bond Market and the Stock Market, Macroeconomics Factors of the Economy, Understanding the Stock Market – The Determinants of Stock prices; Valuing the Market; Forecasting Changes in the Market. ii) **Industry Analysis and Company Analysis:** Industry Analysis – Performance of Industries over time, Concept of Industries and Its Classification, Analyzing Industries, The Industry Life Cycle, Qualitative Aspects of Industry Analysis, Evaluating Future Industry Prospects; Company Analysis – Fundamental Analysis, Accounting Aspects of Earnings, The problems with reported Earnings, Analyzing a Company's Profitability, Fundamental Security Analysis in Practice. iii) **Technical Analysis:** Meaning, Basic Principles, Trend and Trend Reversals, Mathematical Indicators and Market Indicators.	**7.5**	**CLO3** **CLO4** **CLO5** **CLO6**
		5.	**Valuation Principles and Practices:** An Overview of the Valuation Process; Why a Three-Step Valuation Process? Does the Three-Step Valuation Process work? Theory of Valuation – Stream of Expected Returns, Required Rate of Return, Investment Decision Process; Valuation of Bonds; Valuation of Preferred Stock; Approaches to the Valuation of Common Stock	**4.5**	**CLO5** **CLO6**
		6.	**Investment in Real Assets:** Advantage and Disadvantage of Real Assets; Real Estate as an Investment; Financing of Real Estate; Types of Mortgages – Fixed, Variable and Adjustable Rate Mortgages; Forms of Real Estate Ownership; Real Estate Financing Companies in Bangladesh.	**4.5**	**CLO4** **CLO5**
		7.	**Investment Companies:** Concept; Types– Open-End, Closed-End, and Unit Trust; Types of Mutual Funds; Investment Company Performance; Different Investment Companies Operating in Bangladesh.	**4.5**	**CLO4** **CLO5**
		8.	**Introduction to Portfolio Management:** Concept	**3**	**CLO3**

			of portfolio Basic Portfolio Theory; Portfolio Risk and Diversification; CAPM, Risk and Return in the Securities Market; Arbitrage Pricing Model; Markowitz Portfolio and its Limitations, Markowitz Model vs. Single Index Model.		**CLO5**
		9.	**Portfolio Risk Management:** Evaluation of portfolio performance; portfolio management problems and techniques of handle problems. Risk-Adjusted Portfolio Performance; Sharpe's Performance Measures; Jensen's Performance Measures; Treynor's Performance Measures; Appraisal Ratio; Decomposition of Performance.	**3**	**CLO2 CLO4**
		10.	**Bond Portfolio:** Essence of Bond Market for Economic Development; Fixed Income Portfolio; Bond Portfolio Strategies; Active Portfolio Management Strategies; Passive Portfolio Management Strategies; Match-finding Portfolio Strategies; Contingent Portfolio Management Strategies; Conservative Approach and Aggressive Approach.	**3**	**CLO3 CLO6**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Quiz and Assignment

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60	20	10 per exam. At least two questions

		minutes		in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

14. Learning Materials:

(a) Recommended Readings:

- Bodie Kane Marcus -Investment, Latest Edition.
- S.Kevin -Security analysis & Portfolio Management.
- Charles P.Jones, Investment Analysis and Management.
- Reilly & Brown, Investment.

(b) Supplementary Readings:

- Hirt & Block, Fundamental of Investment Management.
- Professor Dr. M. Abu Misir, Security analysis & Portfolio Management.

Course Outline: (Outcome-Based Curriculum)

<u>Part: A</u>

1. **Course Code** : FIN: 516
2. **Course Title** : Contemporary issues in Finance and Banking
3. **Course Type** : Elective Course
4. **Year/Semester** : MBA 3rd Semester
5. **Academic Session** : 2023-2024
6. **Pre-requisite (If any)** :
7. **Credit Value** : 3.0
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

This course deals with major current developments in the field of finance and banking. It does so keeping in mind positioning these developments in their wider context. In addition, the choice of topics is based on the relevance of the issue to the world market. This will enable students evaluate the implications of the discussed issues on the world market. By the end of this course students are expected to search and write in aspects related to the topics discussed during the semester. Each student might select a related aspect, and he or she has to present and discuss his/her work with their colleagues in class.

11. Course Objectives:

This course aims to enable students to:

- To be exposed to current developments in finance and banking
- To get a deeper understanding of the topics covered in the course
- To study the implications of the topics on the market
- To engage in class discussion about topics in the field of finance and banking
- To prepare an essay that critically examines the issue chosen by the student

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	**Learning Outcome Statements**
CLO1	Demonstrate an understanding of the impact of the relevant issue on the global market
CLO2	Use insights from the normative as well as the descriptive theoretical framework in finance to address operational financial challenges and formulate solutions in line with the corporate financial characteristics and risk profile of the organization
CLO3	Analyze the causes of financial sector underdevelopment in emerging markets and contrast structural differences between developed and emerging financial markets

CLO4	Critically analyze the impact of globalization and free movement of capital on financial sector development and the real economic activity
CLO5	Explain the expansion of banks into non-banking financial services, including derivatives products, and critically evaluate consequences of this expansion in the context of current global financial crisis
CLO6	Reflect critically on the ethical dilemmas and challenges in the practice of contemporary banking, and develop personal resilience and reflexive self-awareness skills to achieve career goals.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2		✓	✓					
CLO3				✓				
CLO4				✓				
CLO5						✓	✓	
CLO6							✓	✓

Part: B

			Course Contents	Hours	CLOs
Course Plan		**1.**	**International financial environment,** Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .	**9**	**CLO1**
		2.	Regulatory Reforms in Capital Markets and banking industry	**6**	**CLO1** **CLO2**
		3.	Societal, international and organizational trends in finance and banking	**6**	**CLO1**
		4.	Competitive issues in bank failure and success	**3**	**CLO3**
		5.	Causes, consequences, and regulatory responses to recent financial crises	**6**	**CLO6**
		6.	Critical evaluation of geographical politics, war, relationship	**6**	**CLO3**
		7.	Introduction of fin-tech in firm, industry, banking sectors and its future	**6**	**CLO6**

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	Teaching – Learning	Assessment Methods
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion, Case Study	Term paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings

Contemporary Issues in Financial Economics: Evidence from Emerging Economies by Rita Biswas and Michael Michaelides

(b) Supplementary Books

Articles in journals and magazines as well as news from the world of banking and finance will be the main source of case study. Students are encouraged to read banking and financial journals and magazines in the library to be updated with current issues

CLO6	Student Activity and Discussion	Quiz and Assignment

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN:521
2. **Course Title** : Commercial Bank Management
3. **Course Type (GEd/Core Course/Electives/…)** : Elective Course
4. **Year/Semester** : MBA 2nd Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** : Principles and practices of Banking
7. **Credit Value** : 3.0
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. **Rationale of the Course**: Bank Fund Management is the overseeing and handling of a bank's cash flow. The fund manager ensures that the maturity schedules of the deposits coincide with the demand for loans. To do this, the manager looks at both the liabilities and the assets that influence the bank's ability to issue credit. It is the systematic process of operating, deploying, maintaining, disposing, and upgrading assets in the most cost-efficient and profit-yielding way possible. The course facilitates the graduate students with the very basics of fund management at commercial banks, help them understand market risks, and capital and liquidity adequacy for commercial banks.

11. **Course Objectives:**
    - To enrich participants with the basic knowledge of bank services and fund management;
    - To familiarize the participants with the sources of fund, nature of the assets and liabilities of a bank, investment functions and instruments;
    - To enable participants with the techniques of fund management, liquidity management, equity position management and pricing of business loan;
    - To prepare participants to interpret sensitivity of bank funds due to change in interest rate and to recommend appropriate fund management techniques.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Recognize the bank services, sources of fund, nature of its assets and liabilities, investment functions and investment instruments of bank;
CLO2	Assess the components of the balance sheets of banks and the liability and asset portfolio management and the fundamental basis for the strategic management of bank balance sheet and funding structure and its cost.

CLO3	Measure the sensitivity of a bank with the change in interest rate and evaluating creditworthiness of loan applicant.
CLO4	Apply the methodology of calculating interest rates, credit appraisal and risk framework and forex dealings.
CLO5	Apply the risk management techniques in banks and the skills required to mitigate and manage the risks.
CLO6	Implement the strategies to manage liquidity position, equity position, pricing deposits and pricing loan.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2		✓						
CLO3		✓		✓	✓			
CLO4			✓	✓				
CLO5		✓		✓				
CLO6	✓	✓						

Part: B

		Course Contents	Hours	CLOs
Course Plan	**1.**	**Introduction**: Introduction to Bank Management: Meaning, evolution and importance of bank management, role of commercial banking in the economy-direct flow and indirect flow between surplus and deficit units in economy. Current banking structure and regulation, organizational set-up of bank, packing-order theory of funds management.	**6**	**ClO1**
	2.	**Asset Management:** Sources and uses of bank funds, definition of asset management, approaches to allocating funds to assets-the pool of funds approach and the asset allocation approach	**6**	**CLO1** **ClO2**
	3.	**Measuring Returns and Risks in Banking:** Key return and risk measures for a simple bank, return risk payoffs.	**6**	**CLO3** **CLO4**
	4.	**Measuring and Management of Liquidity**: Measuring needs, matching liquidity sources to liquidity needs, trade off between liquidity land profitability, theories of liquidity management-the commercial loan theory, the anticipated income theory, determining banks reserve needs, primary & secondary reserve: Meaning, functions, purpose, factors influencing the reserve.	**6**	**CLO2** **CLO6**
	5.	**Management of Deposits:** Sources of bank fund, kinds of deposit, factors influencing the level of banks deposits.	**3**	**CLO1** **CLO4**

		6.	**Measuring and Using the Cost of Funds:** Factors behind the determination of optimum size of fund, objectives of measuring cost of fund, methods of measuring cost of fund, historical average cost method, marginal cost if fund method, weighted average projected cost methods, calculation of cost of fund based on the bank's current data.	**3**	**CLO2 CLO6**
		7.	**Management of Capital Fund:** Definition of Bank Capital, components of bank capital, classification of bank capital purposes of bank capital, functions of bank capital- Traditional and modern functions, adequacy of bank capital:- Definition, reasons to maintain adequacy of bank capital standards to measure capital adequacy, summary of risk weights and major risk categories for proposed risk, classification of bank ascending to capital ratio.	**3**	**CLO2 CLO5**
		8.	**Management of Loans and Advances:** Cardinal principles of sound bank lending, major classification of loans and advices credit investigation- borrower's status and credit report, loan pricing, supervision and follow up of loan and advances – meaning of supervision and follow up. Effectiveness of supervision and follow up. Supervision at branch level, security, stock statements, operation of customer's account, financial position, purpose confirmation letters, control at regional/ central office, return and statements, review of advances periodical inspections, control by central bank, recovery of loans & advances-recalling of advances, ways involved in reeling of advances.	**6**	**CLO3 CLO5 CLO6**
		9.	**Management of Default Loans:** Meaning reasons of loan default, international and unintentional loan default, classification of loan default, frauds and mull-practices	**3**	**CLO3 CLO5**

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	**Teaching – Learning**	**Assessment Methods**
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam

CLO5	Problem Based Exercise, Assignment, Group Discussion	Term paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

Texts:

1. George H. Hempel, Alan B. Coleman and Donald G. Simonson, Bank Management-Text and Cases, 3rd Edition.
2. R.M. Sribastava, Management of Banks.
3. H.L. BEDI and V.K. Practical Banking Advances, Tenth Edition.

References:

1. Johna A. Haslem, Bank Fund Management.
2. Peter S. Rose, Commercial Bank Management.
3. Bangladesh Bank Circular.

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN: 522
2. **Course Title** : Financial Engineering and Derivatives
3. **Course Type (GEd/Core Course/Electives/…)** : Elective Course
4. **Year/Semester** : MBA 2nd Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** : Financial Management, Investment Analysis, Financial Markets and Institutions, Corporate Finance
7. **Credit Value** : 03
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

Financial Engineering and Derivatives is concerned with the valuation of derivative securities like options and futures and their use in investment and hedging strategies. In particular, it emphasizes the general principles central to derivatives valuation including no-arbitrage arguments and risk-neutral valuation methods, together with their implications for the pricing of the selected classes of financial derivatives. Financial Engineering provides the basic analytical foundations for students wishing to pursue a career in financial markets and investment banking that requires knowledge of currency. This course covers analysis of derivative securities, pricing of options and futures contracts, arbitrage, hedging, spreads, portfolio insurance, and the use of derivatives for price risk management.

11. Course Objectives:

- To understand the role, use and pricing of complex derivatives and the numerical techniques needed for derivative pricing.
- To explain and critically discuss the concepts behind financial engineering and derivatives.
- To assess how derivatives are used by financial practitioners to address problems in finance and investment.
- To engage in a comprehensive investigation of introductory risk management techniques, futures, forwards and options.
- To explore the limitations of financial engineering and risk management in complex financial markets.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Get acquainted with the detailed grounding in the theory and practice of financial engineering and derivatives.

CLO2	Recognize the characteristics of derivative contracts, such as futures, forwards, options and swaps.
CLO3	Assess the role played by options, futures, swaps and other derivatives in hedging and speculative strategies and how to develop different trading strategies for hedging risk.
CLO4	Evaluate the application of financial derivative products for arbitrage, speculation, and structuring hybrid products.
CLO5	Apply conceptual understanding of concepts and solve structured and unstructured issues related to different types of derivative contracts.
CLO6	Formulate principles and theories to develop critical thinking necessary to solve problems related to financial engineering.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2	✓							
CLO3		✓		✓				
CLO4			✓					
CLO5				✓	✓			
CLO6			✓					

Part: B

			Course Contents	Hours	CLOs
Course Plan		**1.**	Introduction: Concepts – Financial Engineering- Definition, Tools, Use and Users. Factors contributing to the Growth of Financial Engineering, Risk Aspects of Financial Engineering, Building Blocks of Financial Engineering.	**9**	**CLO1** **CLO6**
		2.	**Conceptual Tools of Financial Engineering:** Valuation Relationship, Measuring Risk and Return, Speculation, Arbitrage and Market Efficiency.	**6**	**CLO1** **CLO6**
		3.	**Financial Derivative Market:** Introduction, Role and Product of Derivative Market.	**9**	**CLO2** **CLO3** **CLO4**
		4.	**Financial Derivative Products: Pricing and Valuation**. **a) Forward and Futures Market-** Development, Distinction, Structure, Types of Features Contracts, Modus Operandi, Pricing Mechanism, and Valuation. **b) Option Market-** Concepts, Types, Trading Strategies, Valuation of Products, Pricing of	**18**	**CLO2** **CLO3** **CLO4** **CLO5**

			option Products with Black and Scholes Model. **c) Swap Market-** Introduction, Features, Classification, Use and Users of Swap, Structure of Swap Contracts, Pricing and Valuation of Swaps.		

Mapping of CLO, Teaching Learning Activities, and Assessment Strategy

CLO	Teaching – Learning	Assessment Methods
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment, Tutorial	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion, Oral Examination	Term paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion, Problem Based Exercise	Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. Learning Materials:

(a) Recommended Readings:

- Financial Engineering – A complete Guide to Financial Innovations - Marshall and Vipul K. Bansal.
- Option, Futures and Others Derivative- John C. Hull.

(b) Supplementary Readings:

- The Money Market, By M. Stigum.
- Options markets, By J. C. Cox and M. Rubin stein.
- Futures and Options Contracting: Theory and Practice. By John F. Marshall.

Course Outline (Outcome-Based Curriculum)

Part: A

1.	**Course Code**	**:** FIN :523
2.	**Course Title**	**:** Corporate Governance and restructuring
3.	**Course Type (GEd/Core Course/Electives/…)**	**:** Elective Course
4.	**Year/Semester**	**:** MBA 4^{th} Semester
5.	**Academic Session**	**:** 2022-23
6.	**Pre-requisite (If any)**	**:** Not Required
7.	**Credit Value**	**:** 03
8.	**Contact Hours**	**:** 42
9.	**Total Marks**	**:** 100

10. Rationale of the Course:

Corporate governance is the system that directs the company. It lays out how managers organize, manage, and supervise the company, including the mechanisms of control, whether internal or external. The system also includes the principles that rule the company. It defines decision-making rules and processes. This course comprises a complete, yet concise synthesis of the recent available literature and professional practices in the areas of takeovers, restructurings and corporate governance within a logical, analytical framework.

11. Course Objectives:

- To promote transparency in business operations, financial reporting, and decision-making processes to build trust among stakeholders, including shareholders, employees, customers, and the public.
- To safeguard the interests of various stakeholders, including shareholders, by establishing mechanisms that prevent conflicts of interest and ensure fair treatment.
- To optimize the functioning of the board of directors, ensuring that it provides effective oversight, strategic guidance, and monitors management decisions in the best interest of the company.
- To ensure compliance with all applicable laws, regulations, and corporate governance codes to avoid legal issues and maintain a positive corporate image.
- To improve the financial health and performance of the company by strategically restructuring its operations, assets, and liabilities.
- To respond to changes in the business environment, market conditions, and industry trends by restructuring the company's business model, products, or services.
- To optimize the company's capital structure by reorganizing its debt and equity, improving financial leverage, and reducing financial risks. To maximize shareholder

value by implementing restructuring measures that lead to increased profitability, efficiency, and overall competitiveness.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Recognize the key principles of corporate governance and control strategies.
CLO2	Demonstrate a clear idea about Merger and Acquisition
CLO3	Evaluate the takeover process, specifically the commercial, legal, tax and financial issues.
CLO4	Apply the knowledge about the standard valuation techniques used in conjunction with alternative techniques to value merger targets.
CLO5	Formulate creative and innovative forward thinking to solve problems while working in a team environment.
CLO6	Conduct financial analysis to assess the need for restructuring and evaluate the financial impact of restructuring on a company's balance sheet, income statement, and cash flows.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2		✓						
CLO3			✓		✓			
CLO4			✓	✓				
CLO5					✓			
CLO6				✓				

Part: B

		Course Contents	Hours	CLOs
Course Plan	1.	**Introduction:** Concept, types and strategies, compulsory Vs voluntary restructuring, restructuring the authority, restructuring creditors claim, restructuring employees claim, corporate environment: Business and legal.	**6**	**CLO 1**
	2.	**Takeover and Merger:** Takeover Vs merger, takeover process, legal and regulatory framework, financial framework, financial framework of merger decision, requirements for takeover offer, withdrawal of offer, tender offer.	**6**	**CLO 1** **CLO 5**
	3.	**Merger and Acquisition:** Concept of merger and Acquisition, types of mergers, merger as a capital budgeting decision, schemes of merger and amalgamation, income tax and amalgamation, accounting for merger and acquisitions.	**6**	**CLO 2** **CLO 4**

		4.	**Corporate and Distressed Restructuring:** Recapitalization-new corporate financing options, reorganization and capital market, investing in distressed situation-a market survey, corporate restructuring challenges and opportunities, success factors of restructuring, financial restructuring-ways and means.	**6**	**CLO 5** **CLO 4**
		5.	**International Merger and Acquisition:** Concepts and significance, strategies and processes, leveraged buyouts, international takeover.	**3**	**CLO 4** **CLO 6**
		6.	**Strategies for Creating Value:** Concepts and Significance of creating value, closing the value gap, foundations of value creations, and methods of measuring required market return.	**6**	**CLO 5** **CLO 6**
		7.	**Corporate Governance:** Concepts and significance of corporate governance, essential requirements of a good corporate governance, benefits of good corporate governance, structuring of good corporate governance, parties involved in a corporate governance, corporate governance and ethical standards.	**6**	**CLO 3** **CLO 6**
		8.	**Practices of Corporate Governance in Some Countries:** Bangladesh, India, Germany, Canada.	**3**	**CLO 3**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation
CLO6	Student Activity and Discussion	Quiz and Assignment

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered

FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

<u>Part: C</u>

13. <u>Learning Materials:</u>

(a) Recommended Readings

- Corporate Restructuring: Managing the change process from within by Gordon Donaldson.

(b) Supplementary Readings

- Creating value through corporate restructuring: case studies in bankruptcies…by Stuart C. Gilson.
- Corporate restructuring: finance in times of crisis: by Michael Blatz, Karl-J. Kararus, Sascha Haghani.
- Corporate governance by Robert A.G. Monks, Nell Minow.
- The recurrent crisis in corporate governance by Paul. W. MacAvoy, Ira M. Millstein.
- Relevant Journals and Magazines.

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN 524
2. **Course Title** : Sustainable Finance
3. **Course Type (GEd/Core Course/Electives/…)**: Elective Course
4. **Year/Semester** : MBA 2nd Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** :Financial Management, Corporate Finance, Modern Finance Theory
7. **Credit Value** : 3.0
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

Sustainable finance plays a crucial role in promoting green growth by channeling financial resources towards environmentally friendly and socially responsible projects and initiatives. It helps integrate environmental, social, and governance (ESG) criteria into investment decision-making. It is well recognized that green growth is suggested to be a balanced approach to achieving sustainable development - protecting the environment while ensuring economic growth. This course discusses the fundamental concepts to understand how sustainability issues have become relevant to the investment decisions by corporate managers, professional investors, and any participant in the market.

Course Objectives:

- To provide basic understanding and analytical skills in sustainable finance to students interested in a career in finance.
- To provide basic knowledge of impact investing and sustainable and responsible investment by investment firms.
- To enable to distinguish between different types of sustainable finance products and relevant eligibility criteria.
- To learn how ESG (environmental, social, and governance) factors affect the various sectors in finance, how to interpret these metrics of companies to access financial returns, and how to measure risks associated with sustainable issues such as climate change.

11. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Explain the core concepts of sustainable finance and the relevance of sustainability considerations for the key actors in the financial system.

CLO2	Identify opportunities, challenges, and enabling conditions for countries to benefit from growing sustainable investment opportunities.
CLO3	Assess how ESG (environmental, social, and governance) factors affect the various sectors in finance and corporate sustainable risks and the impacts of risk on stakeholders.
CLO4	Describe the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance.
CLO5	Apply the key sustainable finance concepts to real world sustainability-related issues in finance.
CLO6	Examine how sustainability issues affect management decisions by corporate managers and investment decisions by professional investors such as mutual funds, pension funds, private equity, etc.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							✓
CLO2			✓					✓
CLO3		✓						✓
CLO4	✓							✓
CLO5		✓				✓		✓
CLO6		✓						✓

Part: B

		Course Contents	Hours	CLOs
Course Plan	**1.**	**Introduction to Sustainable Finance** • Definition and principles of sustainable finance • Importance and benefits of integrating sustainability into finance • Overview of environmental, social, and governance (ESG) factors • Trends in sustainable finance and the paradigm shift in the financial industry	**3**	**CLO1** **CLO3**
	2.	**Environmental Consciousness and Sustainable Development** • Understanding environmental issues and their impact on sustainable development • The concept of environmental consciousness and its relevance to finance • Corporate governance and sustainable development • Sustainable business practices and accountability reporting Module	**4.5**	**CLO3** **CLO6**
	3.	**Role of Banks in Sustainable Finance** • Banks' function in the economy and their role in	**4.5**	**CLO4** **CLO6**

			sustainability • Sustainable banking practices and their impact on intermediation • Integration of sustainability in banking products and risk management • Environmental reporting, management systems, and policies of international banks		
		4.	**Sustainable Investment Strategies** • Introduction to sustainable investment strategies • Impact investing and its methodologies • Socially responsible investing (SRI) and its approaches • Green finance and its role in promoting sustainability	**3**	**CLO2 CLO5**
		5.	**ESG Integration and Financial Analysis** • ESG integration in financial analysis and valuation • ESG data sources and metrics • ESG ratings and their implications for investment decision-making • Case studies on integrating ESG factors into financial analysis	**3**	**CLO1 CLO3**
		6.	**Sustainable Banking and Corporate Finance** • Sustainable project financing and infrastructure investments • Sustainable mergers and acquisitions (M&A) • Sustainable capital raising and green bonds • Role of banks in driving sustainable development in corporate finance	**4.5**	**CLO6**
		7.	**Risk Management and Regulation** • Identifying and managing environmental and social risks in financial institutions • Stress testing and scenario analysis for climate-related risks • Overview of global and regional regulatory frameworks for sustainable finance • ESG disclosure requirements and reporting standards Module 8: Sustainable Banking Practices • Internal environmental care within banks (energy, waste, supply chain management) • Sustainable building practices and their impact on the banking industry • Organization of sustainability within banks • Role of internal and external communication in promoting sustainability	**6**	**CLO5**

		8.	**Sustainable Finance and the Global Economy** • Shortcomings of the current economic paradigm • Understanding sustainable development as a paradigm shift and its implications for finance • Trends in sustainable finance and their impact on the global economy • The role of banks in shaping a sustainable future	**4.5**	**CLO2** **CLO4**
		9.	**Case Studies and Industry Perspectives** • Analysis of real-world case studies in sustainable finance • Guest lectures by industry experts on current trends and practices • Group discussions and presentations on industry-specific challenges and opportunities	**4.5**	**CLO5**
		10.	**Final Project** • Applying sustainable finance principles to a specific industry or company • Developing a sustainable finance strategy or investment portfolio • Presenting and defending the final project to the class	**4.5**	**CLO2** **CLO5**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion, Case Study	Term Paper and Presentation, Summative Exam
CLO6	Lecture, Tutorial, Student Activity, Discussion	Quiz, Tutorial and Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4,	Final exam (60%)	3 hours	60	Four have to be answered out of six questions

CLO5, CLO6	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

12. Learning Materials:

(a) Recommended Readings

- Simon Thompson, Green and Sustainable Finance: Principles and Practice in Banking, Investment and Insurance
- Thompson, Simon Green and Sustainable Finance: Principles and Practice
- Marcel Jhucken, Sustainable Finance and Banking
- Dirk Schoenmaker, Willem Schramade, Principles of Sustainable Finance

(b) Supplementary Readings

- Carlos Vargas, Sustainable Finance Fundamentals.
- Elisa Aracil, Ibrahim Sancak- Essential concepts of Sustainable Finance: An A-Z Guide.
- Mario La Torre, Sabrina Leo- Contemporary Issues in Sustainable Finance.

Course Outline: (Outcome-Based Curriculum)

Part: A

1. **Course Code** : FIN 525
2. **Course Title** : Econometrics
3. **Course Type (GEd/Core Course/Electives/…)** : GEd Course
4. **Year/Semester** : MBA 2nd Semester
5. **Academic Session** : 2022-23

Pre-requisite (If any) : Microeconomics, Business Mathematics, Applied Business Statistics

6. **Credit Value** : 3.0
7. **Contact Hours** : 42
8. **Total Marks** : 100

9. Rationale of the Course:

Econometrics is the technique conducted to create a financial representation of the entity. It is through this financial model that the financial analyst tries to forecast future earnings and performance of the company. The analysts use numerous forecast theories and valuations to recreate business operations. The financial model once completed, displays a mathematical depiction of the business events. The primary tool utilized to create the financial model is the excel spreadsheet. Financial econometrics is the application of statistical techniques to problems in finance. Econometrics assists the management not only in the decision-making process but also in the preparation of financial analysis. This course is concerned with the special statistical characteristics that arise when modeling time series data, such as commodity/asset prices, interest rates or exchange rates.

10. Course Objectives:

- To introduce students to the current practices in financial modeling and data analysis.
- To manipulate financial data and how to perform analysis using various analytical tools.
- To provide the skills to apply the theories, concepts, and tools to develop spreadsheet knowledge that is used for effective financial analysis and decision-making.
- To focus on developing spreadsheet skills for financial statement analysis and forecasting, stock and bond valuation, target capital structure estimation and capital budgeting.

11. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Recognize the review of basic tools of statistics and econometrics, and makes brief introductions to regression analysis, least squares methods.
CLO2	Be familiar with the main econometric tools used in the analysis and apply financial econometric tools to modeling, estimation, inference and forecasting of financial data.
CLO3	Identify and apply the current practices in financial modeling and data analysis
CLO4	Develop the skills to apply the theories, concepts, and tools to develop spreadsheet knowledge that is used for effective financial analysis and decision-making.
CLO5	Apply learned statistical techniques and skills to analyze, interpret and present relevant data.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓	✓						
CLO2			✓		✓			
CLO3			✓			✓		
CLO4				✓				✓
CLO5			✓					

Part: B

		Course Contents		Hours	CLOs
Course Plan		1.	**The Nature and Scope of Econometrics:** what is econometrics, why study econometrics, the methodology of econometrics.	**3**	**CLO 1**
		2.	**Basic Ideas of Liner Regression (Two Variable Model):** the meaning of regression, PRF, statistical or stochastic specification, the nature of the stochastic error term, SRF, the special meaning of the term "linear" regression, two-variable versus multiple linear regression, estimation of parameters: the method of ordinary least squares.	**3**	**CLO 2** **CLO 5**
		3.	**The Two-Variable Model: Hypothesis Testing:** the classical linear regression model, variances and standard errors of ordinary least squares estimators, The properties of OLS estimators, hypothesis testing, how good is the fitted regression line the coefficient of determination, r^2, reporting the results of regression analysis, normality tests, a word about forecasting.	**6**	**CLO 3**
		4.	**Multiple Regression: Estimation and Hypothesis Testing:** the three-variable linear regression model, assumptions of the multiple linear regression model,	**6**	**CLO 3** **CLO 4**

			estimation of the parameters of multiple regression, goodness of fit of estimated multiple regression: multiple coefficient of determination, r^2 comparing two r^2 values: the adjusted r^2, restricted least squares, when to add an additional explanatory variable to a model		
		5.	**Functional Forms of Regression Models:** how to measure elasticity: the log-linear model, comparing linear and log-linear regression model, multiple log-linear regression models, how to measure the growth rate: the semilog model, the lin-log model: when the explanatory Variable is logarithmic, reciprocal models, polynomial regression models, regression through the origin, regression on standardized variables	**6**	**CLO 2** **CLO 5**
		6.	**Dummy Variable Regression Models:** the nature of dummy variables, ANCOVA models: regression on one quantitative variable and one qualitative variable with two categories, regression on one quantitative variable and one qualitative variable with more than two classes or categories, regression on one quantitative explanatory variable and more than one qualitative variable, comparing two regressions, the use of dummy variables in seasonal analysis, what happens if the dependent variable is also a dummy variable? The linear probability model (LPM)	**6**	**CLO 2** **CLO 3**
		7.	**Model Selection: Criteria and Tests:** the attributes of a good model, types of specification errors, omission of relevant variable bias: "underfitting" a model, inclusion of irrelevant variables: "overfitting" a model, detecting specification errors: tests of specification errors	**3**	**CLO 2**
		8.	**Multicollinearity: What Happens If Explanatory Variables are Correlated?** The nature of multicollinearity: the case of perfect multicollinearity, the case of near, or imperfect, multicollinearity: theoretical consequences of Multicollinearity, practical consequences of multicollinearity, detection of multicollinearity, what to do with multicollinearity: Remedial measures	**3**	**CLO 3** **CLO 4**
		9.	**Heteroscedasticity: What Happens If the Error Variance Is Nonconstant?** The nature of heteroscedasticity, consequences of heteroscedasticity, detection of heteroscedasticity: how do we know when there is a heteroscedasticity problem? What to do if heteroscedasticity is observed: remedial measures, white's heteroscedasticity-corrected standard errors and t-	**3**	**CLO 5** **CLO 6**

			statistics, some concrete examples of Heteroscedasticity		
		10.	**Autocorrelation: What Happens If Error Terms Are Correlated?** The nature of autocorrelation, consequences of autocorrelation, detecting autocorrelation, remedial measures, how to estimate p, a large sample method of correcting OLS standard errors: the Newey-West (NW) method	**3**	**CLO 4** **CLO 5** **CLO 6**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation, Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

12. Learning Materials:

(a) Recommended Readings

- Essentials of Econometrics by Damodar N. Gujarati, Dawn C. Porter, latest edition.
- Brooks C (2014) Introductory Econometrics for Finance, 3rd Edition, Cambridge University Press.
- Introduction to Econometrics-James H. Stock, Mark W. Watson.
- Introductory Econometrics: A Modern Approach- Jeffrey M.Wooldrige.

(b) Supplementary Readings

- Advanced Modeling in Finance using Excel and VBA Mary Jackson and Mike Staunton.
- Chandan Sengupta "Financial Modeling using Excel and VB" (For Excel 2007) Wiley Finance 2009.
- Handbook of Modeling High- Frequency Data on Finance - Freder G. Viens, Maria C. Mariani, Ionut Florescu, Willey Publication.

Course Outline: (Outcome-Based Curriculum)
Part: A

13. Course Code **:** FIN 526
14. Course Title : Foreign Exchange Management
15. Course Type (GEd/Core Course/Electives/…): Elective Course
16. Year/Semester **:** MBA 2nd Semester
17. Academic Session **:** 2022-23
18. Pre-requisite (If any) **:** Financial Management, Financial Market and Institutions
19. Credit Value **:** 3.0
20. Contact Hours **:** 42
21. Total Marks **:** 100

22. Rationale of the Course:
Foreign Exchange Management defines and demonstrates a dedicated & custom-designed program that renders insight into the market, structure and mechanisms of the Foreign Exchange market. and studies foreign exchange markets and transactions, quoting foreign exchange rates, spread, official and free market rates. direct, indirect and cross rates, forward rates: quoting and structure, forward exchange rates versus expected future spot rate, outright forwards versus swaps.

Course Objectives:

- To introduce the environment of international finance and its implications on international business
- To analyze the nature and functioning of foreign exchange markets
- To gain an understanding of the determination of exchange rates and their forecasting
- To be able to carry out basic study of the foreign exchange risks and to identify risk management

23. Course Learning Outcomes (CLOs):
After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Describe the different foreign exchange systems that exist.
CLO2	Identify the market participants in the foreign exchange market
CLO3	Identify and apply foreign exchange platforms that facilitate foreign exchange transactions.
CLO4	Examine the settlement process and various market drivers.
CLO5	Carry out basic study of the foreign exchange risks and to identify risk management

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓			✓				
CLO2		✓		✓				
CLO3			✓			✓		
CLO4								✓
CLO5		✓		✓				

Part: B

			Course Contents	Hours	CLOs
Course Plan		1.	**Introduction:** Spot Rate, Cross Rate, Forward Rate, Arbitrage; Fixed Rate and floating Rate; Central Bank Interventions, NEER and REER; Foreign Exchange Behavior: Parity Theorems, Inflation and Interest Rates,	**4.5**	**CLO 1**
		2.	**Foreign Exchange Market:** Expected Exchange Rates: Purchasing Power parity, Absolute PPP, Relative PPP, Overvaluation and Undervaluation; Exchange Rate determination: Balance of Payment Approach, Monetary Approach, Portfolio Balance approach; Determinants of Balance of Trade and Payments: Elasticities of Approach to the Balance of Trade, Absorption approach to the balance of trade, Monetary Approach to the Balance of Payments; Foreign Exchange Risk: Type of Risk, Efficient Market, Forecasting;.	**7.5**	**CLO 2** **CLO 5**
		3.	**Derivative Market:** Currency Derivative Markets: Forward Rates, Swaps, Futures and Options, Hedging and Speculation; Import and Export Financing: Institutions, Executing Translations, Letters of Credit, Banker’s Acceptance, Multinational banking and other firms;	**6**	**CLO 3**
		4.	**International Investment and Capital Flow:** Types of International Flow; Foreign Debt, International Money Market, Capital Flight and Financial Crisis, Macroeconomic Policy in the Open Market	**6**	**CLO 3** **CLO 4**
		5.	**Foreign Exchange Scenario in Bangladesh:** Rules and Regulations prevailing in Bangladesh, State of Exchange Rate Arrangements and Restrictions, Size and Flow of Foreign Exchange Activities, Roles of Bangladesh Bank and Government Budget	**6**	**CLO 2** **CLO 5**
		6.	**International Financial Markets:** The world capital markets, The Euro markets and their linkages, The tiered structure of capital markets, International Financial Management, Motives for using International Financial markets, Foreign Exchange Market, Foreign Exchange Transactions, Interpreting	**6**	**CLO 2** **CLO 3**

			Foreign Exchange Quotations, Currency Future and Options Markets, EURO currency Markets, EURO credit Market, EURO Bond Market.		
		7.	**International Arbitrage and Interest Rate Parity:** International Arbitrage, Interest Rate Parity, Correlation between Spot and Forward Rates; Exchange Rate Risk Management: Foreign Exchange Rates, Forecasting Techniques	**6**	**CLO 2**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	CLO1 Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation, Summative Exam

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2
	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

24. Learning Materials:

(c) Recommended Readings

- Fry, Maxwell, J., Money, Interest and Banking in Economic Development – 2nd Edition, The John Hopkins University Press, 1994.

(d) Supplementary Readings

- Melvin, Michael, International Money and Finance – 7th Edition, Harper Collins College Publishers, New York, 2003.
- Tucker, Alan, Madura, Jeff, and Chiang, Thomas, C., International Financial Markets – 8th Edition, West Publishing Company, 2006.

Course Outline: (Outcome-Based Curriculum)

<u>Part: A</u>

1. **Course Code** : FIN: 533
2. **Course Title** : Financial Management for Non-Profit Organization
3. **Course Type (Core Course)** : Elective Course
4. **Year/Semester** : MBA 3rd Semester
5. **Academic Session** : 2022-23
6. **Pre-requisite (If any)** : Financial Management; Financial Accounting and Reporting
7. **Credit Value** : 3.0
8. **Contact Hours** : 42
9. **Total Marks** : 100

10. Rationale of the Course:

Financial management for non-profit organizations is crucial for ensuring sustainability, accountability, and effective allocation of resources to fulfill their mission. Non-profits must need to maintain transparent financial records and disclose them to stakeholders, including donors, board members, and the public. This transparency builds trust and confidence in the organization. This course assists to develop a comprehensive budget that aligns with the organization's goals and mission which should be realistic, taking into account both revenue sources (donations, grants, etc.) and expenses (operational costs, programs, fundraising, etc.). Non-profits should not rely heavily on a single source of funding. Further diversifying revenue streams, such as through grants, donations, fundraising events, and program fees, helps mitigate financial risks and ensures stability. Efficiently the course helps to manage costs to maximize resources available for programs and services. This includes monitoring expenses, negotiating contracts, seeking in-kind donations, and leveraging volunteers where possible. To ensure the proper implementation in internal controls to safeguard assets, prevent fraud, and ensure compliance with regulations and donor restrictions, this course supports to segregate of duties, regular financial audits, and clear financial policies and procedures along with monitor cash flow closely to ensure the organization can meet its financial obligations, maintain adequate reserves to cover operational expenses and unforeseen emergencies, develop investment policies that balance risk and return while preserving capital.

11. Course Objectives:

- To ensure the long-term financial stability of the non-profit organization, it helps students to manage resources efficiently, diversify revenue streams, and maintain adequate reserves for covering operational expenses and unexpected costs.
- To fulfill its mission and serve its beneficiaries, financial management for non-profit organization plays a crucial role in allocating resources effectively to support programs, services, and initiatives that advance the organization's mission.

- To sustain the accountability towards stakeholders, including donors, beneficiaries, board members, and the public, for non-profit organization aims to maintain transparency by accurately recording and reporting financial activities, ensuring compliance with regulations and donor restrictions, and disclosing financial information to stakeholders.

12. Course Learning Outcomes (CLOs):

After completion of the Course, the Student will be able to –

CLOs	Learning Outcome Statements
CLO1	Identify and analyze the different financial principles relating to decision making in non-profit organizations.
CLO2	Explain how resources are allocated to both short-term and long-term objectives as well as monitoring performance and adjusting plans and expectations.
CLO3	Utilize quantitative approaches to determine the risk and explore the fraud issues and concerns with various other related topics like IRS and state regulatory issues.
CLO4	Review the accounting and transaction recording process along with the presentation of accounting information and terminology in the organizations.
CLO5	Recognize and evaluate the meaningful conclusions about financial position and performance of non-profit organizations.
CLO6	Create a diverse and effective attention for communicating financial information to and used by non-financial managers.

Mapping of CLOs with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓					✓		
CLO2		✓	✓					
CLO3				✓	✓			
CLO4		✓				✓		
CLO5						✓	✓	
CLO6					✓			

Part: B

			Course Contents	Hours	CLOs
Course Plan		**1.**	**Understanding Nonprofit Organization Finances:** Definition of Nonprofit Organizations, Characteristics of Nonprofit Organizations, Understanding the Language of the Nonprofit Organization, Financial Policies, Financial Practices, Primary Financial Objective.	**2.5**	**CLO1 CLO3**
		2.	**Liquidity Management:** Donatives Nonprofit Organizations, Evidence on Liquidity Management in the Nonprofit Sector, Facets of Liquidity	**3**	**CLO2 CLO4**

			Management, Importance of Liquidity Management, the Appropriate Level of Liquidity.		
		3.	**Managing Mission and Strategy:** Value of Strategic Planning, the Organization's Mission, Vision, and Goals/Objectives, Strategic Management Process, Implementing the Strategic Plan, Performance Management Systems.	**2.5**	**CLO3 CLO6 CLO5**
		4.	**Understanding Accounting Basics and Financial Statements:** Accounting Basics, Three Financial Statements, the Audit and the Audit Committee, Financial Statement Users and Uses in Practice, Social Accounting, Additional Resources.	**3.5**	**CLO2 CLO4 CLO6**
		5.	**Developing Financial Reports and Ratios:** Major Differences from For-Profit Business Reports, Objectives of Financial Reports, Reporting System Design, Major Reports, Internal Reports, External Reports.	**2.5**	**CLO5 CLO6**
		6.	**Developing Operating and Cash Budgets:** Overview of the Budgeting Process, are Nonprofit Organizations Doing Their Budgeting Properly? Developing and Improving Your Budgeting Process, Setting the Budgetary Amounts, Budget Technique Refinements, Cash Budget, Managing Off the Budget.	**3.5**	**CLO4 CLO5 CLO6**
		7.	**Long-Range Financial Planning and Capital Budgeting:** Planning for the Future, Financial Evaluation of New and Existing Programs, Capital Budgeting: Financial Evaluation of Projects that Arise from Existing Programs, Financial Evaluation of Mergers, Joint Ventures, and Strategic Alliances, Financial Planning and Capital Budgeting in Practice.	**4.5**	**CLO3 CLO5**
		8.	**Managing Your Organization's Liabilities:** Managing the Balance Sheet, Payables, Short-Term Borrowing, Strategic Financing Plan, Steps to Successful Borrowing, Matching Financial Sources to Strategic Objectives, Preparing the Financing Proposal, Other Factors in Borrowing/Lending Decisions , Municipal and Taxable Bonds , Leasing and Nontraditional Financing Sources , Developing a Debt and Hedging Policy , Liability Management in Practice.	**6.5**	**CLO2 CLO5 CLO6**
		9.	**Cash Management and Banking Relations:** Definition of Cash Management, Disbursements, Structuring a Funds Management System, Monitoring Bank Balances and Transactions, Cash Forecasting Short-Term Borrowing Short-Term Investing Benchmarking Treasury Functions, Upgrading the Caliber of Treasury Professionals Security and Risk Management Issues, Trends in	**6.5**	**CLO3 CLO4 CLO5**

			Treasury Management. Investment Policy and Guidelines: Investment Policy, Investment Guidelines, Elements for Long-Term Endowment Investment Policy and Guidelines.		
		10.	**Evaluating Your Policies and Progress:** Evaluation, Evaluating Your Decisions and Ethics, Evaluating Your Communications, Evaluating Your Mentoring and Supervisory Skills, Testing Your Supervisory and Managerial Skills, Evaluating the Strategic Nature of Your Role, Evaluating the Financial Health of Your Organization, Evaluating Your Financial Policies in Five Key Areas, Evaluating Quality and Outcomes.	**7**	**CLO2 CLO4 CLO6**

Mapping of CLO, Teaching Learning Activities, and Assessment

CLO	Teaching – Learning	Assessment Methods
CLO1	Lecture, Discussion	Quiz and Assignment
CLO2	Lecture and Assignment	Mid-Semester and Summative
CLO3	Lecture, Discussion, and Problem Based Exercise	Mid-Semester and Summative
CLO4	Lecture, Discussion, and Problem Based Exercise, Assignment, Group Discussion	Summative Exam
CLO5	Problem Based Exercise, Assignment, Group Discussion	Term Paper and Presentation, Summative Exam
CLO6	Student Activity and Discussion	Quiz and Assignment

SMEF (Summative) 80%				
CLOs	**Type of evaluation**	**Time**	**Marks**	**Guideline**
CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	Final exam (60%)	3 hours	60	Four have to be answered out of six questions
	Midterm exam (20%)	60 minutes	20	10 per exam. At least two questions in each exam have to be answered
FMEF (Formative) 20%				
CLO1, CLO2 CLO3, CLO4, CLO5, CLO6	Class Test/ Quiz/ Assignment (5%)	30 minutes	5	Average of CT/Quiz. Instantly MCQ/Written/ Assignment
	Presentation (10%)	10 minutes	10	Topic=4, Speech=4, Dress code=2

	Class attendance (5%)	-----	5	-----
	Total		**100**	

Part: C

13. **Learning Materials:**

(a) Recommended Readings:

- Financial Management for Nonprofit Organizations: Policies and Practices, 3rd Edition by John Zietlow, Jo Ann Hankin, Alan Seidner, Tim O'Brien.

(b) Supplementary Readings:

- Not-for-Profit Budgeting and Financial Management, Fourth Edition 4th Edition by Edward J. McMillan.