

MGT 5101: Diversity Management

- 1. Introduction:** Defining diversity, History of diversity, Understanding individual and group identities, Prejudice and stereotypes, approaches to workforce diversity, diversity management, types, characteristics, theories, best practices, advantages of diverse workforce, impact of diversity on business performance, potential opportunities and risks of diversity.
- 2. Cultural Diversity:** Defining culture, dimensions of culture, definition of cultural diversity, importance, benefits and challenges, how can you support cultural diversity, building intercultural workplace skills, organizational culture, varying perspective of organizational culture, multiculturalism, cultural adaption, development approaches to cultural adaption?
- 3. Diversity at Workplace:** Ethnicity, gender, age, physical disability, sexual orientation, experience and educational background.
- 4. Managing Diversity:** Awareness, cultural programming, knowledge and understanding, behavioral skills, diversity management as a learning process.
- 5. The process of institutional Diversity**
- Diversity vs. profitability and employee satisfaction
- Globalization and Diversity Management

Book(s) Recommended:

Michalle E. Mor Barak, **Managing Diversity: Towards a Globally Inclusive Workplace**

MGT 5102: Strategic Human Resource Management

Introduction: Meaning - Basis - Principles - Concepts and perspectives on strategic HRM - The Best Practice Approach - The best fit approach – Bundling approach.

Human Resource Strategies: Meaning - Overall HR strategies - Specific HR strategies - Criteria for an effective HR strategy - Developing HR strategies.

The Strategic Role of Human Resources: The Strategic nature of HR – The strategic partnership model - The strategic role of HR directors - The strategic role of heads of HR functions - The strategic role of HR business partners – Impact of HR on organizational performance.

Human Capital Management Strategy: Meaning - Aims - Link between HRM and business strategy - Developing a human capital management strategy.

High Performance Strategy: Meaning - High performance work system – Its characteristics - Developing a high performance strategy.

Corporate Social Responsibility Strategy: Meaning - CSR activities – The rationale for CSR - Developing a CSR strategy.

Organizational Development Strategy: Definition - OD strategies - Assumptions and values of OD - Activities incorporated in the OD Strategy - Strategies for organizational transformation.

Employee Engagement Strategy: Meaning - Engagement and organizational commitment - Engagement and discretionary behavior - Factors that influence engagement - Strategies for enhancing engagement.

Knowledge Management Strategy: Meaning - Process - Sources and types of knowledge - Approaches to develop knowledge management strategies - Strategic knowledge management issues.

Employee Resourcing Strategy: Meaning - Objectives -Integrating business and resourcing strategies - The components of employee resourcing strategies – HR plans - Resourcing plans - Retention strategy.

Talent Management Strategy : Meaning - Process - Developing a talent management strategy - Learning and development strategy - Strategic HRD - Aims - Philosophy and elements of HRD - Strategies for creating a learning culture - Organizational learning strategies - Learning organization strategy.

Reward Strategy: Definition - Characteristics - Structure - Content of a reward strategy - Guiding principles - Developing a reward strategy - Effective reward strategies.

Employee Relations Strategy: Definition - Strategic directions - Background of employee relations strategy - The HRM approach to employee relations – Policy options - Partnership agreements - Employee voice strategies.

Books Recommended:

1. Michael Armstrong: Strategic Human Resource Management
2. William P. Anthony- Pamela L. Perrewe and K. Michele Kaemor : Strategic Human Resource Management

MGT 5103: CORPORATE GOVERNANCE

Understanding corporation and governance: Meaning and purpose of a corporation, Company registration, Meaning of Governance, Failure of Governance and its Consequences and need for regulations, Distinction between Governance and Management, the separation of ownership and control, Meaning of Corporate Governance, The Purpose Of Corporate Governance, The Pillars/Elements of Corporate Governance, Theories of Corporate Governance, Models of Corporate Governance, Development of Corporate Governance Regulatory mechanisms, Development of Corporate Governance in Bangladesh, Factors influencing Corporate Governance in Bangladesh.

Shareholders and stakeholder: OECD principles of Corporate Governance: Shareholder Rights, Equitable treatment, Responsibility of shareholders, Minority Shareholder's protection, Stakeholder protection

Board of directors: Principles of Corporate Governance: Shareholder Rights, Equitable treatment, Responsibility of shareholders, Minority Shareholder's protection, and Stakeholder protection, Meaning, Objectives and Types, Responsibility and duties.

Board Characteristics: Structure, composition, size, independence, diversity & duality; Relationships– Board Chairman, Directors, Management

Audit & internal controls: Objective and organization of Audit committee, Responsibilities of the audit committee, Internal Controls, Roles and Responsibilities of Internal Controls, Audit and Accountability, Assignment Submission

Corporate Governance Practice in Bangladesh: Introduction, Factors for Sound Corporate Governance Practices in Bangladesh, Supportive Environment to Corporate Governance in Bangladesh.

Banking Corporate Governance: Objectives, Sound Corporate Governance Practices in Banking sector of Bangladesh, The Role of Public Disclosure, Supervisors and Transparency, Recommendations for Enhancing Bank Transparency, Supportive Environment to Corporate Governance

Book(s) Recommended:

- Monks, R. A. G., & Minow, N. (2011). Corporate Governance (Vol. 5th ed). Chichester, West Sussex, U.K.: Wiley.

MGT 5104: Conflict Management and Negotiation

Conflict Management-An Overview: Conflict- Dealing with conflict- Conflict and competition- Classification of conflict- Stages of conflict- Sources of conflict- Influencing factors of conflict- Conflict management design Intrapersonal and interpersonal conflict-Intra group and intergroup conflicts Reaction to intense conflict situation- Functional and dysfunctional aspects of conflict.

Conflict Management Design: Contingency approaches- conflict management process. Types of interface- Importance of conflict at interfaces.

Organizational Conflict: Nature of conflict-Pattern conflict-Sources of conflict, Reasons for conflict in organization and effects of conflicts.

Managing Conflict: Awareness and conceptualization- Reality approximation process-Preparatory framework of choice-Evaluating choice analysis Intervention process to solve conflict.

Conflict Resolution Process: Conflict resolutions behavior-Factors influencing choice resolutions- Pre-contact preparation- The exploratory meeting: initial contact- interactional process -Third party attributes.

Negotiation: Definition- Process- Stages of Negotiation- Techniques of Negotiations- Traditional negotiation approaches in organization- Negotiation continuum- Contemporary negotiation skills- Role of communication in handling conflict- Negotiation and authority- Effects of power in negotiation- Disciplinary actions.

Book(s) Recommended:

- Afzal A. Rahman: Managing Conflict in Organization
- Lewicki : Essentials of Negotiation
- L. David Brown: Managing Conflict at Organizational Interfaces
- Roy W. Pneuman & Margaret Brule: Managing Conflict
- K. Harigopal: Conflict Management

MGT 5105: Management Practices in Bangladesh

1. Evolution of management practices in Bangladesh, Management in developing countries with special reference to Bangladesh, characteristics of Management in Bangladesh.
2. Management of Sole tradership, and partnership.
3. Management of Joint Stock Companies.
4. Management of Co-operative Societies.
5. Management of State Enterprise: Public corporations and sector corporations in Bangladesh, Organization structure of sector corporations, Management problems of sector corporations and their solutions.
6. Different Management Development Institutions in Bangladesh, Possibilities of future development of management in Bangladesh, Management education in Bangladesh
7. Environmental factors of Management, comparative management, management of multinational companies

Book(s) Recommended:

- 1 Sobhan R & Ahmed M: Public enterprises in an intermediate regime
2. Abdul Awal Khan & A A Arif: Management in Bangladesh

MGT 5208: Advanced Management

1. Management, School of Management thought, Management & Society
2. Planning: Planning premises, logistics and strategies in planning, making planning effective
3. Organization: Formal and informal organization, making organization effective
4. Direction: Human and social factor, leadership types and theories, communication, participative management
5. Decision making: Meaning, Decision process, Decision theory approaches
6. Objective: Meaning, types and characteristics, setting of objective, Management by objective (MBO), Management by Exception (MBE).
7. Controlling: Process of control, Special control techniques, control of performance.
8. Professionalization of Management: Meaning and characteristics of profession, status of management as a profession in the third worlds.

Book(s) Recommended:

1. Koontz and O'Donnell: Principles of Management
2. Mofarland Dalton, E: Management: Principles and Practices

MGT 5209: Management of Technology

Introduction to Cutting-Edge Technologies: Understanding the technology landscape, The importance of emerging technologies in modern management, The Role of Innovation in Management

Artificial Intelligence and Machine Learning: Fundamentals of AI and ML, Applications in management and decision-making, Ethical considerations and responsible AI

Block chain and Distributed Ledger Technology: Overview of block chain and DLT, Use cases in supply chain, finance, and beyond, Implications for trust and security

Internet of Things (IoT) and Industry 4.0: IoT and its impact on data collection, Smart manufacturing and connected supply chains, IoT security and privacy concerns

Big Data and Analytics: Understanding big data, Data-driven decision-making and analytics tools, Leveraging big data for business insights, Ethical Data Use and Privacy Concerns

Cloud Computing and SaaS: Cloud computing models and services, Software as a Service (SaaS) applications, Cost savings and scalability in the cloud

Cyber security and Data Privacy: Cyber threats and risk management, Data protection regulations (e.g., GDPR, CCPA), Cyber security best practices

Robotics and Automation: Robotic process automation (RPA), Industry automation and robotics applications, Workforce implications and ethical considerations

Strategic Management of Cutting-Edge Technologies: Technology adoption and strategic planning, Technology roadmaps and organizational change, Leading Technological Transformations.

Book(s) Recommended:

- Deborah Compeau and E. Vance Wilson, Emerging Technologies: Business and Society.
- Clayton Christensen, The Innovator's Dilemma
- Michael Negnevitsky, Artificial Intelligence: A Guide to Intelligent Systems.

MGT 5210: Performance Management

1. **Introduction to Performance management:** Characteristics, Objectives and Principles of Performance Management, Performance Appraisal to Performance Management, Challenges to Performance Management.
2. **Performance Management System:** Objectives, Functions, Characteristics of effective PMS, Competency based PMS, Electronic Performance Management.
3. **Performance Planning:** Characteristics, Objectives, Importance & Methodologies, Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping.
4. **Performance Appraisal:** Process, Approaches, Methods & Common Rating Errors
5. **Performance Monitoring:** Characteristics, Objectives, Importance and Process of Performance Monitoring. Ongoing Mentoring and Protege Development.
6. **Performance Counselling:** Principles of Performance Counselling, Performance Counselling Skills & Performance Counselling for higher job performance.
7. **Performance Management Implementation:** Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management.
8. **Performance Management linked Reward System:** Components, its linkage and implications.
9. Ethics in Performance Management: Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs.
10. **Role of HR Professionals in Performance Management System:** Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium

Book(s) recommended

- Performance Management by Robert Bacal
- Performance Management by Herman Auguinis

MGT 5211: Management Consultancy

Introduction: Definition-Types and roles of consultants-Types of consulting firms-Effective consultant-Management consulting as a profession.

Consultant-Client Relationship: Contents of formal or informal agreements- Maintaining client confidence and support-The client- Creating and maintaining sound relationships-Problem diagnoses and recommendations.

Marketing of Consultant Services: A reluctant marketplace-Indirect and direct marketing-Image in marketplace-Written proposals-Oral proposals and presentations-Time calculation-Payment methods.

Models and Methods for Consulting: Purpose and benefits from strategic planning-Elements of strategic analysis-Framework for analysis- Strengths and weakness of the inside/out approach and outside/in approaches-Fact finding- Scope of assignment facts-Defining necessary facts-Fact analysis Classification Analysis of relationships and causes.

Consulting in Various Areas of Management: Consulting in general management-Financial management-Marketing management-Operations management-Small enterprises management-Developing management consultants-Consulting as a career-Training and development of consultants.

Final Report and Follow-Up: A consultant report-Basic structure of consultant's report-Data-Gathering methods-Consultant report writing- Implementation and follow-up.

Books Recommended:

- Larry E. Greiner and Robert D. Metzger : Consulting to Management
- M. Kubr, ed. : Management Consulting
- John E. Walsh Jr. : Guidelines for Management Consultants In Asia

MGT 5212: Business Analytics

Introduction to Data Analytics and Big Data: Introduction to Data Analytics and Big Data, Data Analytics Process and Lifecycle, Data Sources and Data Collection

Data Preprocessing and Cleaning: Data Cleaning and Data Quality, Data Transformation and Feature, Data Integration and Data Reduction Engineering, Data Integration and Data Reduction

Data Analysis and Statistics: Descriptive Statistics and Data Exploration, Inferential Statistics and : Descriptive Statistics and Data Exploration, Inferential Statistics and Hypothesis Testing, Regression Analysis and Correlation

Data Visualization: Data Visualization Principles and Tools, Creating Effective Data Visualizations, Interactive Dashboards and Storytelling with Data

Introduction to Big Data: What is Big Data? Characteristics and Challenges, Introduction to Hadoop and Map Reduce, Big Data Technologies (e.g., Spark, Hadoop Ecosystem)

Applications of Big Data in Business: Big Data Use Cases in Different Industries

Ethical and Legal Considerations: Privacy and data protection regulations (e.g., GDPR, HIPAA), Ethical issues in data analytics, Bias and fairness in machine learning

Book(s) Recommended:

- Foster Provost and Tom Fawcett, Data Science for Business.
- Viktor Mayer-Schönberger and Kenneth Cukier, Big Data: A Revolution That Will Transform How We Live, Work, and Think
- Seyed Ali Fallahchay, Data Science for Business and Decision Making: An Introductory Text for Students and Practitioners