



Executive MBA (EMBA) Program
Department of Marketing
Faculty of Business Studies
University of Barishal
Barishal-8254, Bangladesh



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Forewords

In today's highly competitive professional environment, aspiring business leaders require additional support to succeed. One modern mechanism that offers executives a strategic advantage is the Executive MBA (EMBA) program. The EMBA curriculum places strong emphasis on strategic thinking, leadership development, and advanced managerial decision-making. It is designed to narrow the gap between practical industry needs and academic advancement—fostering more competent managers and scholars through effective industry–academia collaboration. However, executives, particularly those based in the southern region of the country, have limited access to such opportunities through local academic institutions. The Faculty of Business Studies at the University of Barishal has taken a proactive initiative to offer EMBA programmes in accordance with established rules and regulations. Distinct from conventional MBA programmes, the EMBA in the Department of Marketing will be conducted under a dedicated framework that adheres to the specific laws and standards.

About the Department of Marketing:

Established in 2011 as one of the founding departments of the University, the Department of Marketing has been instrumental in cultivating professionals equipped to navigate the complexities of today's dynamic business environment. With 11 full-time faculty members of outstanding academic and professional caliber and a vibrant student body across six active batches, the Department offers comprehensive BBA, MBA and Executive MBA programs. Several faculty members hold doctoral, MBA, or MSc degrees from prestigious universities in United Kingdom, Thailand, Korea, and China, while three are currently pursuing higher studies at renowned international institutions. The Department's forward-thinking curriculum seamlessly blends theory and practice through research-driven teaching, case-based learning, and strong industry engagement, enabling students to develop advanced analytical, strategic, and creative skills.

Please go through <https://www.bu.ac.bd/departement/MKT> to know more about the department.



1. Title of the Degree

The title of the degree would be 'Executive Master of Business Administration (EMBA)'. A student subject to the fulfilment of the rules and regulations as described hereunder and other relevant rules and regulations formulated by the department would be entitled to get the degree.

2. Admission requirement

For admission into the Executive MBA program, the candidates, from any discipline, must have:

- (i) A four-year bachelor's degree(s), or a three-year bachelor's or an equivalent degree(s)
- (ii) Job experience of 2 years after graduation in executive or above the executive level in a registered organisation, i.e., at least a Class 2 level officer.

3. Duration

The normal duration of the program will be eighteen (18) months. There will be three (3) semesters followed by a study project/project paper/dissertation/thesis.

The schedule of each Semester will be of sixteen (24) weeks as shown below:	
Classes	20 weeks
Semester Final Examination and Preparation of Results	04 weeks
Total	24 weeks

4. Course and Credit Structure

The EMBA Program will consist of a set of theoretical courses and a study project/project paper/internship program. Every full course shall be of 4 credits carrying 100 marks in evaluation.

5. Grading System

The total performance of a student in a theory course is based on a scheme of continuous assessment made through a set of spot assessments, class tests, class participation, homework/assignments and a Semester Final Examination. A letter grade with a specified number of grade points is awarded in each course completed by a student. The completed courses and credits therewith and obtained GPA in the courses are the measurements of a student's academic performance.



5.1 Grading Scale:

The letter grades that a student may earn depending on the percentage of marks obtained in a course and their corresponding meaning and grade points are shown in the table below:

Marks Range	Letter Grade	Grade Point	Interpretation	Marks Range	Letter Grade	Grade Point	Interpretation
80% and above	A+	4	Outstanding	55% to less than 60%	B-	2.75	Below Satisfactory
75% to less than 80%	A	3.75	Excellent	50% to less than 55%	C+	2.5	Average
70% to less than 75%	A-	3.5	Very Good	45% to less than 50%	C	2.25	Pass
65% to less than 70%	B+	3.25	Good	40% to less than 45%	D	2	Poor
60% to less than 65%	B	3	Satisfactory	Less than 40%	F	0	Fail
	I	-	Incomplete		W	-	Withdrawn

The performance of EMBA students on a course will be evaluated as follows:

One Mid-semester Test	20 Marks
Class attendance/tests/Semester paper/Assignment/Spot Assessments/Case Study/Presentation/Articles/Features analysis (at least four events along with class attendance)	40 Marks
Semester Final Examination	40 Marks
Total	100 Marks

The Examination Committee will announce dates and conduct the Semester Final Examination. A student must be present in at least 70% of classes to be eligible to sit for the exam. Students having 60-69% of attendance may sit for the exam with a fine of BDT 1000 for each course, with the permission of the chairman.

5.2 Earning Credits:

The courses in which a student has obtained 'D' or a higher grade will be counted as credits earned by him/her. If a student obtains 'F' grade in any course, it will not be counted as earned credits and, consequently, will not be counted for GPA calculation. Obtaining an 'F' grade in any course in any semester will require students to repeat the course(s) paying (BDT 3000) for each course as a fresh course(s). A student will be allowed to repeat any course once (BDT 5000) in which he/she obtained 'C+' or 'C' or 'D' for grade improvement. In such cases, the better grade will be used for GPA calculations.



Grade point Average (GPA) is the weighted average of the grade points obtained in all the courses passed by a student.

An Example: Suppose a student has completed five courses in a Semester and obtained the following grades:

Course	Credits	Grade	Grade Points
EMKT 5201	4	A	4.00
EMKT 5202	4	B	3.00
EMKT 5203	4	B+	3.50
EMKT 5204	4	C+	2.50
EMKT 5204	4	C	2.00

Then his/her GPA for the Semester will be computed as follows:

$$GPA = \frac{4(4.0) + 4(3.0) + 4(3.5) + 4(2.5) + 4(2.0)}{(4 + 4 + 4 + 4 + 4)}$$

The performance of a student will be evaluated in semesters of two indices, namely GPA (Grade Point Average) and CGPA (Cumulative Grade Point Average). The GPA is computed by dividing the total grade points earned in one semester by the number of credits earned in that semester. The CGPA is computed by dividing the total earned credits by the total credits.

6. Degree Requirements

To obtain an Executive MBA Degree, a student of the program will be required to:

- Complete all the required courses
- Obtain a minimum CGPA of 2.25
- Complete post-graduate program within 4 consecutive academic years, including the semester of first admission into the program.

7. Application for award of a degree

A student who has fulfilled all the academic requirements for EMBA program will have to apply to the Controller of Examinations through his/her Coordinator of the Program for graduation with the approval of the Chairman of the Department. A provisional degree will be awarded on completion of the degree requirements. The Syndicate will confirm such provisional degrees on the recommendation of the Academic Council.



8. Fee Structure

Cost of completing the program per Student:

Enrollment and Other Admission Fees	14,500.00 BDT
Semester Fees (BDT 1650 X 70 Credits Semesters)	1,15,500.00 BDT
Total	1,30,000.00 BDT

The total amount to be paid in different segments, as follows:

Enrollment and Other Admission Fees	1 st Semester		2 nd Semester		3 rd Semester		Before Internship Defense
14,500	Before Mid Exam	Before Final Exam	Before Mid Exam	Before Final Exam	Before Mid Exam	Before Final Exam	16,500
	16,500	16,500	16,500	16,500	16,500	16,500	

**Numerical figures are in BDT.*



Syllabus for the Executive Master of Business Administration (EMBA) Program



Course Summary

The following courses are designed for Executive Master of Business Administration (EMBA) students with Business and Non-business backgrounds. All students must complete the three semesters, totaling 15 courses. Each semester, the departmental academic committee will offer 5 courses. Additionally, Viva-Voce and Internship/Project Paper are compulsory for both groups of students.

Foundation Courses (05)			
Semester	Course Code	Course Title	Course Credit
First Semester (20 Credits)	EMKT-5101	Principles of Marketing	4.00
	EMKT-5102	Principles of Management	4.00
	EMKT-5103	Principles of Accounting	4.00
	EMKT-5104	Managerial Economics	4.00
	EMKT-5105	Business Communication	4.00

Core Courses (10)			
Semester	Course Code	Course Title	Course Credit
Second Semester (20 Credits)	EMKT-5201	Marketing Management	4.00
	EMKT-5202	Brand Management	4.00
	EMKT-5203	Digital Marketing	4.00
	EMKT-5204	Consumer Behavior	4.00
	EMKT-5205	Global Marketing	4.00
Third Semester (30 Credits)	EMKT-5301	Services Marketing	4.00
	EMKT-5302	Integrated Marketing Communications	4.00
	EMKT-5303	Marketing Research	4.00
	EMKT-5304	Customer Relationship Management	4.00
	EMKT-5305	Environmental Marketing	4.00
	Viva-Voce: 100 Marks		4.00
	Internship/Project Paper		6.00
Total Credits		70.00	



First Semester

EMKT – 5101: Principles of Marketing

1. **Marketing-Creating and Capturing Value:** What is marketing? Understanding the marketplace and customer needs, designing a customer-driven marketing strategy, preparing an integrated marketing plan and program, building customer relationships, capturing value from customers, changing marketing landscape
2. **Company and Marketing Strategy:** Partnering to build customer relationships, companywide strategic planning, marketing strategy and the marketing mix, managing the marketing effort, return on Marketing
3. **Analyzing the Marketing Environment:** The company's microenvironment, The company's macro environment, Responding to the marketing environment
4. **Consumer Markets and Consumer Buyer Behavior:** Model of consumer behavior, Characteristics affecting consumer behavior, Types of buying decision behavior, The buyer decision process, The buyer decision process for a new product.
5. **Business Markets and Business Buyer Behavior:** Business markets, Business buyer behavior, Institutional and Government markets
6. **Customer-Driven Marketing Strategy:** Market segmentation, Market targeting, Differentiation and positioning
7. **Products, Services and Brands:** What is a Product? Product & Service Decisions, Branding Strategy, Services marketing
8. **New-product Development Strategy and Product Life Cycle Strategies:** The new product development process, Managing new product development, Product life cycle strategies
9. **Pricing:** Factors to consider when setting prices, customer perception of value, company and product costs, other external and internal considerations affecting pricing decisions, pricing strategies, new product pricing strategies, product mix, pricing strategies, price-adjustment strategies, price changes
10. **Marketing Channels:** Supply chains and value delivery network, the nature and importance of marketing channels, channel design decisions, channel management decisions, marketing logistics and supply chain management
11. **Integrated Marketing Communications Strategy:** The promotion mix, integrated marketing communications, steps in developing effective marketing communications, setting the total promotion budget and socially responsible marketing communication.

Recommended Text Book:

Kotler, Philip & Armstrong, Gary., Principles of Marketing, 13th Edition, Prentice Hall, New Jersey, 2012-13.

Reference Books: i) Evans, J. R. & Berman, B., Marketing, 4th Edition Macmillan publishing com, New York, 2002.

ii) Stanton, W.J., Fundamentals of Marketing, 9th edition, McGraw-Hill book com, New York, 2000.



EMKT – 5102: Principles of Management

1. **Introduction:** Definition, The Functions of Management/The Process of Management- Objectives, Importance-Managerial Skills and Management Levels, Managerial Roles, Management as a Profession, Management as a Science and Art, Efficiency and Effectiveness in Management.
2. **Schools of Management Thoughts:** Concepts and Importance, Different Aspects of Scientific Management, Results of Taylor's Experiment, Merits and Demerits of Scientific Management, Features of Modern Management, Fayol's Principles of Modern Management, Behavioural School of Management Thought, Social System Approach to Management.
3. **Environments of Management:** Concept, Types and Components of Environment: Internal & External, Managing the Environment.
4. **Planning:** Definition, Nature, Types, Steps in Planning-Tools and Techniques for Planning, Strategic Planning.
5. **Objectives:** Nature, Needs, Characteristics, Management by Objectives (MBO): Concept, Process, Benefits and Weaknesses.
6. **Decision Making Process:** Importance, Limitations, Process of Decision-Making, Decision Making Styles.
7. **Organizing:** Concept, Departmentation, Span of Control/Supervision, Organisation Structure: Line and Staff Organisations, Matrix Organisation, Staffing (HRM), Delegation of Authority, Centralisation and Decentralisation of Authority, Committee: Concept, Reasons, Disadvantages, Considerations for Successful Operation of Committee, Coordination, Mistakes in Organizing and their Solutions.
8. **Leading:** Concept, Principles, Human Factors in Managing, Motivation: Concept, Importance, Theories, Financial and Non-financial Motivations, Direction, Leadership: Definition, Ingredients, Styles, Approaches/Theories of Leadership.
9. **Controlling:** Concept, Importance, Types, Qualities of /Requirements for Effective Control System, Steps/Process of Controlling, Techniques of Controlling.
10. **Office Management:** Classification of Files and Documents, Traditional File Management Systems and Database Management Systems, Indexing.

Recommended Text Books:

- i) Stephen P. Robbins and Mary Coulter, Management, (8/e), Prentice-Hall of India (Pvt.) Ltd, 2006.
- ii) Heinz Weihrich and Harold Koontz, Management: A Global Perspective, (Latest edition), McGraw-Hill Book Co. New York.
- iii) Ricky W. Griffin; Management, (Latest edition), A.I.T.B.S. Publishers and Distributors, New Delhi.
- iv) Kreitner, Robert, Management, (10/e), Houghton Mifflin company, Boston.



EMKT – 5103: Principles of Accounting

1. **Introduction:** Definition of Accounting and Its Functions, Users of Accounting Data, The Work of an Accountant, Ethics in Financial Reporting, Generally Accepted Accounting Principles (GAAP)-Understanding of Accounting Principles, Accounting Concepts, Assumptions and Conventions, The Basic Accounting Equation/Balance Sheet Equation, Financial Transactions and their Effect on Accounting Equation, Understanding of Different Financial Statements and Summary of the Accounting Cycle.
2. **The Recording Process:** The Account, Mechanics of Double-Entry Accounting, Transactions, Illustrating the Rules of Debit and Credit, The Account and the Equation, Steps in the Recording Process, Meaning of Journal, Various Kinds of Journal, Journalizing Business Transactions, Meaning of Ledger, Importance of Ledger, Posting Mechanism, Accounts and their Balances, Definition of Trial Balance, Trial Balance and Accounting Accuracy, Preparation of Trial Balance.
3. **Adjusting the Accounts and Preparing the Statements:** Need for Adjustments at the End of the Accounting Period, Accrual Vs. Cash, Basis Accounting, Recognising Revenues and Expenses, Types of Adjusting Entries, Adjusting the Accounts, The Adjusted Trial Balance, Preparing Statements from the Adjusted Trial Balance, The Adjustment Process, Cash Flow Statement, The Classified Balance Sheet/Classification of Balance Sheet Items, Owner's Equity on the Balance Sheet.
4. **Completing the Accounting Cycle:** Definition of Worksheet, Steps in Preparing Worksheet, Preparing Financial Statements from Worksheet, Preparing Adjusting Entries from a Worksheet, Preparing Closing Entries, Posting Closing Entries, Preparing Post-Closing Trial Balance.
5. **Accounting for Merchandising Operations:** Merchandising Operations, Recording Purchases of Merchandise, Recording Sales of Merchandise, Completing the Accounting Cycle, Forms of Financial Statements, Multiple-Step and Single-Step Income Statements and Classified Balance Sheet, Determining Cost of Goods Sold Under a Periodic System, Periodic Inventory System, Classifying Inventories, Determining Inventory Quantities, Inventory Costing, Inventory Errors, Estimating Inventories, Worksheet for Merchandising Company.
6. **Accounting Information Systems:** Basic Concepts of Accounting Information Systems, Computerized Accounting Systems Vs. Manual Accounting Systems.
7. **Depreciation:** Depreciation Methods, Expenditures for Useful Life-Plant Assets Disposals, Exchange of Plant Assets.
8. **Payroll Accounting:** Payroll Accounting.

Recommended Text Books:

- i) Weygandt & Kieso, Accounting Principles, (8/e), Wiley Publishing.
- ii) William W. Pyle and Kermit D. Larson, Fundamental Accounting Principles (10/e). Richard D. IRWIN. ICC. ILLINOIS.
- iii) Khan, Md. Muinuddin, Advanced Accounting, Vol. I, Ideal Library, Dhaka.
- iv) J.M. Smith Jr. and K.F. Skousen., Intermediate Accounting (Comprehensive Volume).
- v) Wild, Larson, Chiappetta, Financial and Managerial Accounting, (Latest edition).
- vi) R.H Hermanson, J. D. Edwards and L.G. Rayburn, Financial Accounting, (Latest edition), Business Publication. Inc. Dallas.



EMKT – 5104: Managerial Economics

1. **Introduction:** Economics of Business; Important terms and concepts; Firm and economic goal of the firm; Maximising wealth and Economic Profits.
2. **Demand and Supply:** Demand-Supply-Market Equilibrium; Managerial challenges; Demand, supply and cross elasticity; application of supply and demand.
3. **Consumer Behavior:** Consumer behavior; Consumer preferences; Budget constraints; Consumer choice; Revealed preference; Marginal utility
4. **Production and Cost:** Production function; Short-run analysis of production; Long-run production function; Importance of production function; Multiple-input case; Cost and relationship between cost and production; Short-run and long-run function; Learning curve; Economies of scope; Economies of scale and Diseconomies of scale; Estimation of cost
5. **Markets:** Competition and market types; Pricing and output in perfect and monopoly; Use of calculus in pricing and break-even analysis; Monopolistic competition and Oligopoly; Special pricing practices; Competition in imperfect markets; Strategy; Game theory and asymmetric information
6. **National Income:** Definition of macroeconomics; Production and payments to factors of production; Outlays and components of demand; Measuring gross domestic product (GDP).
7. **Growth:** Growth accounting; Growth theory; Endogenous growth; Growth policy
8. **Aggregate Demand and Supply:** Aggregate demand and supply; Wages, prices and unemployment; Inflation and Unemployment; Labor market; Demand and supply policy
9. **Economic Issues:** Income and spending; Money, interest and income; Monetary and fiscal policies
10. **International Linkages:** Balance of payments; Exchange rates; Trade in goods; Capital mobility, International Trade theories and Globalization.

Recommended Text Books:

- i) Economics: Paul A. Samuelson and William D. Nordhaus. Tata McGraw Hill Publishing Company Limited, 9th or latest edition.
- ii) Managerial Economics: Concepts and Applications: Christopher R Thomas and S Charles Maurice. Tata McGraw Hill Publishing Company Limited.

Reference Books:

1. Microeconomics: Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta. Pearson Education.
2. Macroeconomics: Rudiger Dornbusch, Stanley Fischer and Richard Startz. The McGraw-Hill Companies.



EMKT – 5105: Business Communication

1. **Introduction: Communication in the Workplace:** The Role of Communication in Business, Purpose of business communication, Forms of communication in business, Communication networks in the organisation, Barriers to effective communication, managing barriers to improve communication effectiveness, Communication Process.
2. **Fundamentals of Business Writing:** Adaptation and the selection of words, choosing words that communicate, the basic need for adaptation, Suggestions for selecting words
3. **Construction of Clear Sentences & Paragraphs:** Foundation of adaptation, Emphasis on short sentences, Care in paragraph design.
4. **Writing for Effect:** Affecting human relations through writing, cutting out rubber stamps, You-view point, Courtesy, The role of emphasis, Coherence.
5. **Introduction to Messages & Writing Process:** The nature of business messages, Memorandums, the process of writing
6. **Directness in Good-News and Neutral Messages:** Business Messages, The General Direct Plan Writing skills for good news and neutral messages, Adjustments in the messages, Communicating bad news in a positive way, Use of direct message.
7. **Indirectness in Bad News Messages:** The general indirect plan, Refused requests-Adjustment refusals
8. **Indirectness in Persuasion and Sales Messages:** Persuasive requests, Sales message, A basic lesson for sales writing, A successful sales letter
9. **Professionalism at Workplace:** Definition of Professional Behavior, Ways to be professional at work, Ways to respond to constructive criticism at workplace, How to make phone calls, How to conduct and attend meetings professionally.
10. **Business Presentations:** Succeeding with different types of audiences, what are the delivery styles in the presentation program? Techniques to create attention among the audience during the presentation program.
11. **Strategies in the Job Search:** The job search, targeting a career, writing resumes and Cover letter, constructing a resume, handling the interview, writing a cover message.
12. **Basics of Report Writing:** Report writing, defining reports, Purpose, Factors to be considered, gathering needed information, interpreting the findings, organizing the report information, writing the report, Report structure, The Shorter Forms-Long, formal reports.
13. **Public Speaking and Oral Reporting:** Making formal speeches, Team presentations, Reporting orally
14. **Communication Technology:** Evolution of communication technology and its uses in Business operation, the use of email, and email communication techniques.

Recommended Text Books:

- i) Lesikar, Remon V., Flatley, Marie E. and John D. Jr., Basic Business Communication- 9th Edition, Tata McGraw-Hill Publishing Company, New Delhi, 2005.
- ii) Mary Ellen Guffey (8th Edition), Essentials of Business Communication.

Reference Book:

Louis E. Boone, David L. Kurtz and Jude R. Block, Contemporary Business Communication.



Second Semester

EMKT – 5201: Marketing Management

1. **Understanding Marketing Management:** Defining Marketing and Marketing Management, Importance of Marketing in organisations and society, Different States of Demand and Marketing Tasks, the Company Orientation Toward the Marketplace (Marketing Management Philosophy).
2. **Market-Oriented Strategic Planning:** Corporate and Division Strategic Planning; Business Strategic Planning; Defining Strategic Marketing Planning (SMP), Process of Strategic Marketing Planning, Developing the Marketing Plan, Nature and Contents of a Marketing Plan.
3. **Differentiating and Positioning the Market Offering:** Tools for Competitive Differentiation, Approaches for Selecting Target Markets, Developing and Choosing a Positioning Strategy and Implementing the Positioning Strategy.
4. **Gathering Information and Scanning the Environment:** Marketing Information System, Analysing Marketing Environment, Analysing Consumer Market and Buyer Behavior, Analyzing Business Market and Business Buying Behaviour, Analyzing Industries and Competitors.
5. **Managing Life Cycle Strategies:** Stages and Shape of a Product Life Cycle; Marketing Strategy Throughout the PLC; Market Evolution.
6. **New Product Development:** Challenges in New Product Development and Its Process, the Consumer Adoption Process.
7. **Dealing with Competition:** Competitive Forces, Identifying and Analyzing Competitors, Competitive Marketing Strategies of Market Leader, Challengers, Followers and Niches.
8. **Product Lines, Brands and Packaging:** Product, Product Mix, Product Lines, Brand, Packaging and Labeling Decisions.
9. **Designing and Managing Services:** The Nature of Services, Categories of Service Mix, Distinctive Characteristics of Services, Marketing Strategies for Service Firms Managing Service Brands.
10. **Designing Pricing Strategies & Programs:** Objectives of Pricing, Setting the Price; Adapting the Price and Responding to Price Changes.
11. **Placing Products- Distribution Channel and Logistics Management:** The Nature of Distribution Channel; channel behavior and Organization; Channel Design and Management Decisions; Physical Distribution and Logistics Management.
12. **Promoting Products:** Advertising; Sales Promotion; Public Relations; Role of Personal Selling and Managing the Sales Force; Principles of Personal Selling.
13. **Social Responsibility of Marketing:** Social Criticism of Marketing, Consumerism and Ethics of Marketing.

Recommended Text Books: i) Kotler, Philip et al (2009), Marketing Management, A South Asian Perspective, 13th edition, Prentice Hall of India Pvt. Ltd.

ii) Keegan W.J., Global Marketing Management, 5th edition, Prentice Hall of India Pvt. Ltd.



EMKT – 5202: Brand Management

1. **Brands and Brand Management:** Definition of brand, why do brands matter? Can anything be branded like networks, soft drinks, and electrical equipment? Branding challenges and opportunities, Brand equity concept, Strategic brand management.
2. **Customer-Based Brand Equity and Brand Positioning:** Customer-based brand equity, Brand equity, Brand knowledge, Sources of brand equity, building a strong brand, Identifying & establishing brand positioning and positioning guidelines.
3. **Choosing Brand Elements to Build Brand Equity:** Criteria for choosing brand elements, Options and tactics for brand elements.
4. **Designing Marketing Programs to Build Brand Equity:** New perspectives on marketing, Product strategy, Pricing strategy, Channel strategy.
5. **Integrating Marketing Communication to Build Brand Equity:** Information processing model of communication, Marketing communication options, Developing integrated marketing communication programs.
6. **Leveraging Secondary Brand Knowledge to Build Brand Equity:** Conceptualizing the leveraging process, Country of origin and other geographic areas, Channels of distribution, Co-branding, Licensing, Celebrity endorsement, Sporting, Cultural or other events, Third-party sources.
7. **Developing a Brand Equity Measurement and Management System:** Brand value chain, designing brand tracking studies, establishing a brand equity management system.
8. **Designing and Implementing Branding Strategies:** Brand-product matrix, Brand hierarchy, Designing a branding strategy.
9. **Managing Brands over Geographic Boundaries and Market Segments:** Rationale for going international, Advantages of global marketing programs, Disadvantages of global marketing programs, Standardization versus customization, Global brand strategy, Building global customer-based brand equity.

Recommended Text Book:

Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson Prentice Hall, Pearson Education, 3rd edition, 2008.



EMKT – 5203: Digital Marketing

Part I: Marketing in the Digital World

- 1. Introduction to Digital Marketing:** Digital marketing concepts, A history of digital marketing, Marketing strategy model related to digital marketing: The 4 Ps of marketing, Porter's five forces, Brand or perceptual positioning map, Customer lifetime value, Segmentation, Boston Consulting Group matrix.
- 2. The Digital Marketing Environment:** Digital transformation, Programmatic marketing, Artificial intelligence, Virtual and augmented reality.
- 3. Digital Customers:** Digital customers' concepts, Online buying behavior.
- 4. Digital Marketing in Bangladesh:** Industry structure, Participants, Scopes, Strategies and Prospects.

PART II: OPERATIONAL DIGITAL MARKETING

- 1. Search Engine Optimization:** How search engines work, Keyword selection, On-site optimization, Off-site optimization, Strategic search engine optimization, Third-party search engine ranking.
- 2. Website Development:** Web presence ownership, management and development, Usability, The basics, Content development, The B2B website, The global web presence.
- 3. E-commerce:** Multi-channel retailing, Fulfillment, Comparison shopping engines, e-market places and third-party shopping websites, The e-commerce website.
- 4. Advertising Online:** Programmatic advertising, Objectives and management, Online ad formats, Search advertising, Network advertising, Landing pages.
- 5. Email Marketing:** Email as a medium for direct marketing, Email as a medium for marketing messages, Email newsletters.
- 6. Marketing on social media:** Blogging, Consumer reviews and ratings, Social networking, Social sharing, Social media service and support, Strategic marketing on social media, Measure and monitor.
- 7. User Experience and Transformation:** User experience (UX), Digital transformation.
- 8. CRM and Retention:** Defining CRM and retention, Contact strategy, Cross-selling and up-selling, Predictive analytics, CRM systems, Social CRM (SCRM), Loyalty.
- 9. True Personalization:** What is personalisation? Defining true personalization, User-defined personalization, Behavioral personalization, Tactical personalization, and single customer view.
- 10. Customer Service:** Customer service principles, Service channels, and social customer service measurement.
- 11. Content Strategy:** What is content marketing? What is content? What content types should you use? Why content marketing? People and process for creating content, Distribution, measuring the value of content, international content, and audit checklist.
- 12. Analytics and Reporting:** The data landscape, the reliability of data-based decisions, what are analytics? Tools and technology, Attribution modeling, Reporting.

PART III: CASE STUDIES

Case Studies on Successful Digital Marketers both in National and Global Level.



Recommended Text Books:

- i) Charlesworth, A. Digital Marketing: A Practical Approach (Third Edition). Routledge Publication.
- ii) Kingsnorth, S. Marketing Strategy: An integrated approach to online marketing. Kogan Page Publication.

Reference Book:

Chaffey, D., & Ellis-Chadwick, F. Digital Marketing (5th Edition). Pearson Education Limited.



EMKT – 5204: Consumer Behavior

1. **Introduction:** Definition, Scope, Significance, Development of marketing concept and consumer behavior.
2. **Consumer Decision Process:** Levels of consumer decision-making, Factors affecting consumer decision, Diffusion process, Adoption process.
3. **Consumer Research:** Quantitative research, Qualitative research, Consumer research process.
4. **Consumer Motivation:** Definition, The dynamic nature of motivation, Negative and positive motivation, Rational versus emotional motivation, Hierarchy of needs, Measurement of motives.
5. **Personality and Consumer Behavior:** Definition, Nature of personality, Theories of personality, Freudian theory, Neo-Freudian and trait theory, Personality and consumer diversity.
6. **Consumer Perception:** Definition, Sensation, The absolute and differential threshold, Dynamics of perception, Consumer imagery, Perceived risk.
7. **Learning:** Definition, Elements, Sources of information, Information processing.
8. **Consumer Attitude:** Attitude formation, Attitude change.
9. **Group Dynamics and Consumer Reference Group:** Definition of group, Reference group, Applications of the reference group concepts, Family, Family decision making, Family life cycle.
10. **Social Class and Consumer Behavior:** Definition, Measurement of social class, Lifestyle profiles of social classes, Social class mobility, Geo-demographic clustering, The affluent consumer, Non-affluent consumer, Consumer behaviour applications of social class.
11. **Influence of Culture on Consumer Behaviour:** Culture, Elements of culture, Characteristics of culture, Cross culture, and subculture.
12. **Public Policy and Consumer Behavior:** Consumerism, Environmentalism, Emerging issues and Marketing Practices.

Recommended Text Book:

Schiffman, Leon G. & Kanuk, Leslie L., Consumer Behavior, 8th edition, Prentice-Hall of India Limited, New Delhi, 2004.



EMKT – 5205: Global Marketing

1. **The Scope and Challenge of International Marketing:** Global perspective, international marketing task, Environmental adaptation, Stages of International Marketing, Strategic orientation.
2. **The Dynamic Environment of International Trade:** Balance of Payments, Easing trade restrictions.
3. **Cultural dynamics in Assessing Global Markets:** Culture's Pervasive Impact, Definitions and Origins of Culture, Elements of Culture, Cultural Knowledge, Cultural Change.
4. **Culture, Management Style, and Business Systems:** Required Adaptation, Management styles around the worlds, Business ethics.
5. **The Political Environment:** Stability of Government Policies, Political risks of global business, Assessing political Vulnerability, lessening political vulnerability.
6. **The International Legal Environment:** Bases for legal systems, International Dispute Resolution, Litigation, Commercial law.
7. **Emerging Markets:** Marketing and economic development, Developing countries and emerging markets.
8. **Multinational Market Regions and Market Groups:** La Raison d'Etre, global markets and multinational groups.
9. **Product and Services for Consumers:** Products and culture, Analyzing product component for adaptation, marketing consumer service globally.
10. **Integrated Marketing Communications and International Advertising:** Sales Promotions in International Markets, Global Advertising and the Communications Process, Media Planning and Analysis.
11. **Personal Selling and Sales Management:** Designing the Sales Force, Recruiting Marketing and Sales Personnel, Selecting Sales and Marketing Personnel, Training for International Marketing, Motivating Sales Personal.

Recommended Text Book:

Philip R. Cateora and John L. Graham, International Marketing, Tata McGraw-Hill Publishing Company Limited, 12th edition, 2005.

Reference Books:

- i) Douglas Lamont, Global Marketing Strategy, Tata McGraw Hill, Latest edition.
- ii) Warren J. Keegan, Global Marketing Management, Latest edition, Prentice Hall, India.



Third Semester

EMKT – 5301: Services Marketing

1. **Introduction to Services:** Definition, Importance of service marketing, Service and technology, Differences in goods vs service marketing, Service marketing mix, Trends in the service sector.
2. **The Gaps Model of Service Quality**
3. **Consumer Behavior in Service:** Decision making process issues in service marketing, Search vs Experience vs Credence properties, Role of culture in services, Ethical issues in service marketing.
4. **Customer Expectations of Service:** Meaning and kinds of service expectation, Factors that influence customer expectation of service, A model of customer service expectations, Current issues involving customer service expectation.
5. **Customer Perceptions of Service:** Customer perceptions, Customer satisfaction, Service quality, Service encounters, Strategies for influencing customer perceptions.
6. **Service Recovery:** Service failure and recovery, Customer response to service failure, Customer complain and reasons of customer complain, switching vs staging following service recovery, Service recovery strategies, Service guarantees.
7. **Service Development and Design:** Challenges of service design, Stages in new service development, Service blueprinting, Quality function deployment, High-performance service innovations.
8. **Employees' Roles in Service Delivery:** The critical importance of service employees, Boundary- Spanning roles, Strategies for closing gap 3, Service culture.
9. **Customers' Role in Service Delivery:** The importance of customers in service delivery, Customers roles, Self-service technologies, Strategies for enhancing customer participation.
10. **Delivering Service through Intermediaries and Electronic Channels:** Service intermediaries, Direct or company-owned channels, Common issues involving intermediaries, Key intermediaries for service delivery, Strategies for service delivery, Strategies for effective service delivery through intermediaries.
11. **Integrated Service Marketing Communications:** The need for coordination in marketing communication, Key reasons for service communication problems, four categories of strategies to match service promises with delivery, Exceeding customer expectations- Caveats and Strategies.
12. **Pricing of Service:** Three key ways service prices, Approaches to pricing services, Pricing strategies that link to the four value definitions.

Recommended Text Book:

Zeithamal, Valarie A., and Mary Jo Bitner, 'Service Marketing- Integrating Customer Focus Across the Firm', Tata McGraw Hill, 3rd edition, 2003.

Reference Books:

- i) K. Douglas Hoffman & John E.G. Bateson: Essentials of Service Marketing: Concepts, Strategies and cases.
- ii) Christopher H. Lovelock: Services Marketing.



EMKT – 5302: Integrated Marketing Communications

1. **An Introduction to Integrated Marketing Communications:** The Growth of Advertising and Promotion, IMC–Audience Contact Points, Traditional Approach to Marketing Communications, Contemporary IMC Approach, IMC and Branding, Basic Elements of the Promotional Mix, Classifications of Advertising, Classifications of Advertising, Sales Promotion Tools, Various Uses of Sales Promotion, The Marketing Plan.
2. **The Role of IMC in the Marketing Process:** Marketing and Promotions Process Model, The Target Marketing Process, The Marketing Segmentation Process, Bases for Segmentation, developing a Positioning Strategy, Positioning Strategies, developing a Positioning Platform, Positioning Decisions, Push and Pull Strategy.
3. **Organizing for Advertising and Promotion:** Participants in the IMC Process, Full-Service Agencies, Typical Full-Service Agency Organization, Services Provided by Agencies, The Role of Creative Boutiques, Methods of Agency Compensation, Why Agencies Lose Clients, How Agencies Gain Clients, Direct Response Agency Activities, Activities performed by Sales Promotion Agencies, Functions performed by Public Relations Firms, Functions performed by Interactive Agencies, Marketing Research Companies.
4. **Perspectives on Consumer Behavior:** Consumer Decision Making, Sources of Problem Recognition, Maslow's Hierarchy of Needs, Freudian Psychoanalytic Approach, Information Search, The Selective Perception Process, Evaluation of Alternatives, Two Forms of Evaluative Criteria, Consumer Attitudes Focus on Objects, Ways to Change Attitudes, Classical Conditioning Process, Instrumental Conditioning Process, Cognitive Learning Process, External Influences on Consumers.
5. **The Communications Process:** Forms of Personal Communication, Communications Channels, Experiential Overlap, Levels of Audience Aggregation, Models of the Response Process, Models of Obtaining Feedback, Alternative Response Hierarchies, Cognitive Response, Elaboration Likelihood Model.
6. **Source, Message and Channel Factors:** The Persuasion Matrix, Promotional Planning Elements, Source Credibility, Source Attractiveness, Risks of Using Celebrities, Modes of Celebrity Presentation, Recall and Presentation Order, Message Appeal Choices, Self versus External Paced Media.
7. **Establishing Objectives and Budgeting for the Promotional Program:** Value of Objectives, Characteristics of Objectives, Marketing Versus Communications Objectives, Advertising and Movement Toward Action, Pyramid of Communications Effects, The DAGMAR Approach, DAGMAR Difficulties, Advertising-Based View of Communications, Balancing Objectives and Budgets, Marginal Analysis, BASIC Principle of Marginal Analysis, Assumptions for Marginal Analysis, Advertising Sales/Response Functions, Advertising Sales/Response Functions, Bottom-Up Budgeting, Objective and Task Method, Ad Spending and Share of Voice.
8. **Creative Planning, Strategy and Development, Advertising Creativity:** Two Perspectives on Advertising Creativity, Young's Creative Process, Wallas' View of the Creative Process, Advertising Campaign Themes, Building a Copy Platform Outline, Major Selling Ideas, Approaches to the Major Selling Idea: USP, Perspectives of Great Ad



Men on the Major Selling Idea, Creating a Brand Image, Approaches to the Major Selling Idea: Inherent Drama, Approaches to the Major Selling Idea: Positioning.

9. **Creative Strategy:** Implementation and Evaluation, Appeals and Execution Style, Types of Rational Appeals, Appealing to Personal States or Feelings, Appealing to Socially Based Feelings, Transformational Ads, Levels of Relationship with Brands, Ad Execution Techniques, Print Ad Components, Print Ad Layout, Production Stages for TV Commercials, Preproduction Tasks, Production Tasks, Postproduction Tasks, Evaluation Guidelines for Creative Output.
10. **Media Planning and Strategy:** Media Terminology, Developing the Media Plan, Media Planning Difficulties, Developing the Media Plan, Brand and Category Analysis, Target Audience Coverage, Three Scheduling Methods, Reach and Frequency, Graph of Effective Reach, Marketing Factors Determining Frequency, Message Factors Determining Frequency, Media Factors Determining Frequency, Determining Relative Cost of Media-Print, Determining Relative Cost of Media-Broadcast, Television Pros and Cons, Radio Pros and Cons, Magazine Pros and Cons, Newspaper Pros and Cons, Outdoor Pros and Cons, Direct Mail Pros and Cons, Internet Pros and Cons.

Recommended Text Books:

- i) Belch, G. E. & Belch, M. A. Advertising and Promotion: An Integrated Marketing Communications Perspective, TATA McGraw-Hill Publishing Company Limited, 6th edition.
- ii) Clow, K. E. and Baack, D., Integrated Advertising, Promotion, and Marketing Communications, Prentice Hall of India Private Limited, 2nd edition.
- iii) Wells, W., Burnett J. & Moriarty S., Advertising Principles and Practice, Prentice Hall of India Private Limited, 6th edition.



EMKT – 5303: Marketing Research

- 1. Introduction to Marketing Research:** The nature of marketing research, A classification of marketing research, the role of marketing research in MIS and DSS, Marketing research process, Inductive reasoning, Deductive reasoning, Applied research, Basic research, Proposition vs hypothesis, Level of abstraction.
- 2. Defining the Marketing Research Problem and Developing on Approach:** The process of defining the problem, developing an approach to the problem, Environmental context of the problem, Management decision problem and marketing research problem, Defining the marketing research problem, Components of the approach.
- 3. Research Design:** Exploratory, descriptive and causal research; Relationships among exploratory, Descriptive and causal research; Qualitative research: rationale for using qualitative research, A classification of qualitative research procedures, Focus group interviews, Depth interviews, Projective techniques, Survey methods, Observation methods, Concept of causality, Conditions for causality, A classification of experimental designs: pre-experimental designs, True experimental designs, Quasi-experimental designs, Statistical designs.
- 4. Measurement and Scaling:** Comparative scaling: measurement and scaling, Primary scales of measurement, Comparative scaling techniques and verbal protocols, non-comparative scaling techniques: continuous rating scale, Itemized rating scale, non-comparative itemized rating scale decisions, multi-item scales, Scale evaluation: measurement accuracy, Reliability and validity; Relationship between reliability and validity, Generalizability and choosing a scaling technique.
- 5. Questionnaire and Form Design:** Questionnaire design process: overcoming inability to answer, overcoming unwillingness to answer, choosing question structure, choosing question wording, Determining the order of questions; Form and layout, Reproduction of the questionnaire, Pretesting; Observational forms.
- 6. Sampling:** Design and procedures: the sampling design process, A classification of sampling techniques, Non-probability sampling techniques and probability sampling techniques, Choosing non-probability versus probability sampling, Uses of non-probability and probability sampling, Final and initial sample size determination: the sampling distribution, Statistical approach to determining sample size, The confidence interval approach, Multiple characteristics and parameters, Adjusting the statistically determined sample size.
- 7. Analysis Frequency Distribution, Cross Tabulation and Hypothesis Testing:** Statistics associated with frequency distribution, Introduction to hypothesis testing, A general procedure for hypothesis testing, Statistics associated with cross-tabulation, Cross-tabulation in practice, Hypothesis testing related to differences, Parametric and non-parametric tests.
- 8. Correlation and Regression:** Product moment correlation, Partial correlation, Nonmetric correlation, Regression analysis, Bivariate regression.
- 9. Introduction to Multivariate Analysis:** Multiple regression, Discriminant analysis, Factor analysis, Cluster analysis, Multidimensional scaling and conjoint analysis.



10. Report Preparation and Presentation: Importance of the report and presentation, The report preparation and presentation process, Oral presentation, Reading the research report, Research follow-up. Research Proposal Development.

11. Selected Cases: As determined by the instructor.

12. Training : SPSS

Recommended Text Book: Marketing Research, Naresh K. Malhotra, Prentice Hall Inc.



EMKT – 5304: Customer Relationship Management

1. **The Nature of Customer Relationship Management:** The concept of relationship management, Definition of customer relationship management, The CRM system as a hub of applied learning.
2. **Understanding Customer Differences:** Views of customers, Strategic options for approaching customers, Market segmentation, Personalize B2C messages at the right level of aggregation, Using CRM system in B2B Marketing.
3. **Information Technology and Collecting Customer Data:** Information technology and CRM, Closed-loop marketing, Collecting customer data, Internal data sources, External data sources.
4. **The CRM Data Warehouse:** Definition of data warehouse, Data warehouses and data marts, Data warehouses architecture, Warehouse data repository, Metadata repository, Data and process models.
5. **Customer Loyalty:** Perspectives of brand loyalty, Factors that affect customer loyalty, Attitudinal and Behavioral Components of loyalty.
6. **Customer Retention Strategies:** The evolution of relationship marketing programs, the complete CRM for retaining customers, Problem identification and management, Conflict and customer complaint management.
7. **Winback and Acquisition Strategies:** Winback strategies, Acquisition strategy and CRM aspects of acquisition.
8. **Sales Force Automation and Automated Customer Service Centers:** Sales force automation, Automated customer service centers.
9. **Measuring Customer Satisfaction and Loyalty:** The value of measuring customer satisfaction-conducting a customer satisfaction survey, satisfaction and quality measures, measurement of brand loyalty, measurement of employee satisfaction and loyalty.
10. **Issues for Implementing CRM Systems:** Potential implementation problems, Failure to develop the system in the proper way, Phased development, Challenges of CRM implementation, Potential rewards from CRM implementation.
11. **Case Study Analysis**

Recommended Text Book:

Zikmund, William G., McLeod, Raymond Jr., and Gilbert, Faye W., Customer Relationship Management: Integrating Marketing Strategy and Information Technology, 2004/Latest edition, John Wiley & Sons, Inc. USA.

Reference Book:

Customer Relationship Management: A Step-by-Step Approach, H Peeru Mohamed and A Sagadevan, 1st edition, 2003, Vikas Publishing House Pvt. Ltd., New Delhi.



EMKT – 5305: Environmental Marketing

1. **Principles of Environmental Marketing:** Natural and Social Environment Influencing the Quality of Human Lives, A Complex and Changing Interrelationship among the Business, Society and Environment, Meaning of Environmental Marketing, Emerging Ideas of Environmental Marketing, Key Elements of Environmental Marketing, Micro and Macro Environmental Forces, Responding to Marketing Environment, Future of Environmental Marketing.
2. **Environmental Consumerism:** Meaning, Nature and Enduring Trend in Environmental Consumerism, The Age of Green Consumer, Profile of Green Consumerism, Green Consumer Psychology, Emerging Green Purchasing Ethics, Corporate Response to Environmental Consumerism, Corporate Green Stakeholders.
3. **Green Marketing:** Challenges of Green Marketing, Meaning & Characteristics of Green Marketing, Importance of Green Marketing, Organizing for Green Success, Elements of Green Marketing, Green Marketing Practice in the Developed and Developing Countries, Strategic Marketing Planning for Green Marketing.
4. **Green Marketing Strategies:** Green Product Strategies, Green Packaging Strategies, Creating Green Conscious through Marketing Communication & Promotion, Development Issues in Green Marketing, Emphasizing on Corporate Social Responsibility, Effective Decision Making and Implementation.
5. **The Greening of the Organization:** Introduction, The corporate Response, The Organizational Dimension of Greening, Total Quality Environmental Management, The Evolution of Green Organization, Marketing within the Green Organization a New Vision of the Organization.
6. **Segmenting and Positioning within Green Markets:** Introduction, The Hunt for the Green Consumers, Defining Green Market Segments, The Role of Environmental Knowledge, The Role of Attitudes Towards the Environment, Segmenting Green Industrial Market, Segmenting the Green Consumer Markets, Eco-positioning, Branding.
7. **Environmentalism in Bangladesh:** State of Natural, Social and Cultural Environment in Bangladesh, Environmental Consciousness among People, Emerging Trend of Environmentalism, Government Role in Protecting Living & Social Environment, Activities of environmental lawyer's Association and other Environment Friendly Groups, Environmental Legislations and Legal Provision in Bangladesh, Corporate Environmentalism in Bangladesh.

Recommended Text Book:

Peattie, K. Environmental Marketing Management: Meeting the Green Challenge (Latest Edition). Financial Times Management Publishing.

Reference Books:

- i) Ottman J. A. Green Marketing: Challenges & Opportunities for the New Marketing Age (1st Edition). NTC Pub Group.
- ii) Ottman, J. A. The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding (Illustrated Edition). Berrett-Koehler Publishers.



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- iii) Hunt, D., & Johnson, G. Environmental Management System Principles and Practice. McGraw-Hill, New York.
 - iv) Gain, P. et al. Bangladesh Environment Facing 21st Century. Society for Environment and Human Development. Dhaka



Study Project

Students will have to undertake study project program as a compulsory requirement for obtaining an EMBA Degree. In the study project, the supervisor will guide the students. The supervisor will be appointed by the Chairman of the department in consultation with the academic committee of the concerned department. This will carry six (06) credits. No student will be allowed to undertake study project unless he/she completes all the course requirements.

The study project of a student will be evaluated by the concerned supervisor. To obtain passing grade in the study project, a student must satisfy his/her defense board. The defense board will consist of three members (one chairman and two members) will be selected by the academic committee.