Tribhuvan University

Faculty of Management

Office of the Dean

Course Structure with detail Course of Master of Business Studies (Semester Based)

Effective from 2018 Admission Batch onwards

TRIBHUVAN UNIVESITY
Faculty of Management

The Faculty of Management (FOM), Tribhuvan University, has its ultimate objective of educating students for professional pursuits in business, industry and government. It is further dedicated to contribute for increasing the knowledge and understanding of business and public administration. In this pursuit, FOM aims to develop a networking with management institutes in the country and achieving higher efficiency in management of business and public entities. It also aims to continuously innovate and promote cost effective, socially with modern technology based educational programs in Nepal.

The FOM offers instruction leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Business Administration (BBA), Bachelor of Information Management (BIM), Bachelor of Public Administration (BPA), Bachelor of Business Management (BBM), Bachelor of Mountaineering Studies (BMS), Bachelor of Business Administration Finance (BBA- Finance), Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Studies (MBS), Master of Business Management (MBM), Master of Finance and Control (MFC), Master of Travel and Tourism Management (MTTM), Master of Hospitality Management (MHM), Master of Public Administration (MPA), Master of Business Administration (MBA), Master of Business Administration in Global Leadership and Management (MBA-GLM), Master of Information Technology MBA-IT, Master of Adventure Tourism Studies (MATS), Master of Business Administration in Entrepreneurship (MBA-E). The FOM also offers Master of Philosophy (M.Phil.) in Management and Doctoral Program leading to a degree of Doctor of Philosophy (Ph.D.).

Master of Business Studies (MBS)

I. Programme Objectives

The objective of the MBS programme is to enable the students to work as competent managers and to meet the demand of higher level managers in organizations, particularly in the functional areas of management. Upon graduation, a student should be able to function as a manager in business, industry, government and non-government sectors, within and outside the country, in areas like accounting, marketing, finance and general management. The MBS programme specifically aims to:

1. Equip students with required conceptual knowledge of business and management.
2. Prepare managers in the functional areas of management.
3. Develop knowledge and skill of business environment in national and international perspective.
4. Encourage entrepreneurial capabilities in students to make them effective change agents in the Nepalese society.
5. Develop research capability to the students.
6. Prepare foundation for advanced studies and research activities in management sector.

Developing managerial practice for imparting skills by student is a central concern of the Faculty of Management (FOM), Tribhuvan University (TU). The emphasis upon practice is reflected in various Master level programs. Management program lays special emphasis on developing graduates managerial and entrepreneurial skills over a solid foundation of theories and techniques. Through this two-year (60) credit hours program students develop their knowledge and management skills on the

basis of a good understanding of the existing issues like economic, social, political milieu both at the national and global levels.

II. Curricular Structure

The FOM recognizes the need for both breadth and depth in the total academic pattern. The MBS program is a four semester (two-year) program with three key components: (1) core courses, (2) specialization courses, and (3) a dissertation.

1. Core Courses

Core business courses integrate all analytical and functional areas and provide students with an appreciation of the diversity and inter-relationship of business and management issues. It includes subjects such as Research Methodology, Statistical Methods, Managerial Economics, Organizational Behaviour, Human Resources Management, Financial Management, Management Accountancy, Accounting for Financial and Managerial Decision and Control, Marketing Management, Production and Operations Management, International Business, Managerial Communication, Entrepreneurship, Strategic Management and Business Environment.

2. Specialization Courses

There are four areas of specialization offer for the students. Specialization in any one of the areas, such as, accounting, finance, marketing, and management enables the student to develop expertise in his/her concentration area. Altogether 3 courses are offered in one area of specialization. Students have to choose one specialization area and study one course from group 'A' in the third semester and 2 courses from group 'B' in the fourth semester.

3. Dissertation

The MBS programme requires students to conduct original research work during the four semesters of the two-year study period. Students are required to write a dissertation based on their original research work. Students writing dissertation are encouraged to write their dissertation within the selected specialization area.

3. Eligibility Conditions for Admission

The students applying for admission to MBS course must have successfully completed the BBS programme or a bachelor degree on any discipline from Tribhuvan University or from any other University recognized by Tribhuvan University.

4. Admission Procedure

Students applying for the MBS program must fill in the application with all details of their personal information and past academic records. The selection of students shall be based on CMAT. The test shall be based on the GMAT and GRE format. The admission test shall be concentrated on testing verbal ability quantitative ability, business and economics and general awareness. There shall be altogether hundred (100) questions in the CMAT containing 25 questions in each section. Students must secure a minimum of 40 percent in the CMAT in order to qualify for the admission.

5. Teaching Pedagogy

The MBS program is based on the student-centered learning approach. The general teaching methodology of the program includes interactive lectures, students' presentations, case studies, and projects. The teaching faculty shall determine the appropriate teaching-learning methods suitable for each course.

6**. Attendance**

This program demands a very high level of commitment from students. Students are required to attend regularly all classes and presentations as required by the course. Students failing to attend 80 % of classes shall not be allowed to appear in the semester-end examinations.

7. Examination and Evaluation

The performance of students will be evaluated through ongoing in-semester evaluations and semester-end examinations. The FOM shall have the final authority in conducting, evaluating and awarding grades in semester-end examinations. The course facilitator (instructor) shall decide the grades in the in-semester evaluations. A student is required to pass the internal and external examinations independently.

8. In-semester Evaluations

The in-semester (internal) evaluation shall generally have a total weight of 40 percent in each course. Students have to secure at least 50 percent marks in each subject to pass the in-semester exam. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must secure a minimum Grade Point Average (GPA) of 2.7 or Grade B minus (B^-) in a course in order to be eligible to appear in the semester-end examination of that course. The in-semester evaluations will be based on the following components:

In-semester Evaluation: 40 Marks	
Evaluation Activities	Weight in %
In-semester pre-board examination	40
Class-room activities (Class presentations, case analysis, group works etc)	20
Project Assignments	30
Class Attendance	10
Total	100 %

In case a student remains absent in internal examination due to serious illness will given one-time opportunity to appear in the exam if he/she is able to produce an authorized medical certificate. The internal exam notice will be published by the concerned department or campus.

9. Semester-end Examinations

The semester-end examinations on course work related subjects shall have a total weight of 60 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. The duration of the examination shall be 3 hours for each course.

External examinations shall be conducted as presented in the following table:

External Evaluation: 60 Marks		
Evaluation Components	Number of Questions and Choice	Weight in %
Case Analysis, Situation Analysis, Extended Problem Analysis as suitable to the course.	Compulsory Questions (Q .N. 1)	30

Long Questions, Problem Solving, Critical Analysis Oriented questions	Analytical Questions with one choice. (Three questions of 15 marks each to be solved by students)	45
Concept Oriented Short Answer Questions	Six Short Answer Questions with One Choice Questions (Five Questions of 5 marks to be solved by students	25
	Total Marks	**100**

10. Grading System

The grading system followed in the MBS program will be based on the absolute performance of a student in the in-semester evaluations and semester-end examinations. The performance of a student in the MBS program shall be made on a four point scale ranging from 0 to 4. The passing grade in the semester-end examination for an individual paper shall be grade "B minus" or GPA of 2.7. In order to pass the semester examination the student must secure a minimum of Grade "B" or Cumulative Grade Point Average (CGPA) of 3.0 (60 percent). The overall grade of a student will be determined by the student's performance in the in-semester and semester-end examinations. The following table presents the Letter Grade, GPA, percentage equivalent and Performance Remarks for the MBS program:

Grade	**GPA**	**Percentage Equivalent**	**Performance Remarks**
A	4.0	90-100	Distinction
A-	3.70-3.99	80 -89.99	Very good
B+	3.30-3.69	70 -79.99	First Division
B	3.00-3.29	60 – 69.99	Second Division
B-	2.70-2.99	50 – 59.99	Pass in individual subject
F	Below 2.70	Below 50	Fail

11. Normal and Maximum Duration of Study

The normal duration and the maximum duration for the completion of the requirements for the program are as follows:

Normal duration 24 months (4 semesters)
Maximum duration 5 Years

12. Failing in Course

- Students who do not qualify to appear in the semester-end examinations will have to reregister and retake the course as per the semester cycle.
- Students who are qualified but fail to appear in semester end examination or failed in the semester end examination can appear in the semester end examination as per the semester cycle.
- In case students failed or fail to appear in at most two subjects in final semester, FOM shall organize chance exam for them.

13. Degree Requirements

To receive MBS degree the student must have:

- The successful completion of 60 credit hours as prescribed with a minimum of passing grade in all courses with CGPA of 2.7.

- A 'B' minus or better grade in each of the courses as specified in the curricular structure section;
- Obtained an overall CGPA of 3.0 or better after combining the GPAs obtained in all courses and dissertation.
- Completed all the course requirements as specified in the curricular structure section within the prescribed time period specified in the normal and maximum duration of the study section.

14. Dissertation

A student is required to undertake a research assignment and prepare a dissertation at the end of the fourth semester in the format prescribed by the FOM. The colleges shall assign a faculty member to supervise the research work. The research work must be presented in the format as prescribed by FOM. The evaluation of the research shall be based on the following two components:

Written Report:	75 %
Viva-voce:	25%

FOM shall conduct the written evaluation through two independent evaluators. The marks awarded by each evaluator shall be averaged. The concerned campus/college shall conduct the viva-voce examination.

15. Credit Transfer and Withdrawal

- The program allows students to transfer the credits earned by them in similar program of other universities as recognized by TU.
- Students willing to transfer credit from accredited university/college or recognize by TU have to apply at the FOM paying a sum of amount for each credit to be transferred.
- Concerned faculty or institute will review all previous university/college level grade sheet to determine what credits may be eligible to transfer.
- The FOM will review every course taken by a student to another university/college.
- The student should complete the first semester duration in the master program to be eligible for credit transfer.

Course Composition

FIN 510 Financial Management
MKT 511 Marketing Management
ECO 512 Managerial Economics
MGT 513 Human Resource Management
MSC 514 Statistical Methods
MGT 515 Organizational Behavior
MSC 517 Production and Operations Management
ACC 517 Management Accountancy
MGT 518 Business Environment
MGT 519 Managerial Communication
ACC 519 Accounting for Financial and Managerial Decision and Control
MSC 521 Research Methodology
MGT 522 International Business
MGT 523 Strategic Management
MGT 524 Entrepreneurship

Finance **(Three subjects**

FIN 685 Financial Markets and Institutions
FIN 686 International Financial Management

FIN 687 Financial Derivatives and Market
FIN 688 Corporate Finance
FIN 689 Investment Management
FIN 690 Insurance: Theory and Practice
FIN 691 Commercial Bank Management: Theory and Practice

Marketing **(Three subjects)**

MKT 685 Consumer Behavior
MKT 686 International Marketing
MKT 687 Brand Management
MKT 688 Sales Management
MKT 689 Retail Management
MKT 690 Services Marketing
MKT 691 Advertising and Promotion Management
MKT 692 Rural Marketing

Management **(Three subjects)**

MGT 685 Organizational Development and Change
MGT 686 Quality Management
MGT 687 Recent Trends in Management
MGT 688 Organizational Theory
MGT 689 Performance Management
MGT 690 Leadership and Communication

Accountancy **(Three subjects)**

ACC 685 Corporate Taxation
ACC 686 Cost Management
ACC 687 Contemporary Auditing
ACC 688 Accounting Theory and Financial Reporting
ACC 689 Management Control Systems
ACC 690 Balance Scorecard: A Tool for Performance Measurement

Course Cycle

FIRST SEMESTER	**15 Credit Hours**
MKT 511 Marketing Management	3 Cr.
ECO 512 Managerial Economics	3 Cr.
MSC 514 Statistical Methods	3 Cr.
MGT 515 Organizational Behavior	3 Cr.
MGT 519 Managerial Communication	3 Cr.

SECOND SEMESTER	**15 Credit Hours**
FIN 510 Financial Management	3 Cr.
MGT 513 Human Resource Management	3 Cr.
MSC 517 Production and Operations Management	3 Cr.
ACC 517 Management Accountancy	3 Cr.
MGT 518 Business Environment	3 Cr.

THIRD SEMESTER	**15 Credit Hours**
ACC 519 Accounting for Financial and Managerial Decision and Control	3 Cr.
MSC 521 Research Methodology	3 Cr.

MGT 522	International Business	3 Cr.
MGT 524	Entrepreneurship	3 Cr.

Specialization Course (Any One from Group A)

Finance

FIN 687	Financial Derivatives and Market	3 Cr.
FIN 688	Corporate Finance	3 Cr.

Accountancy

ACC 685	Corporate Taxation	3 Cr.
ACC 686	Cost Management	3 Cr.

Management

MGT 687	Recent Trends in Management	3 Cr.
MGT 688	Organizational Theory	3 Cr.

Marketing

MKT 691	Advertising and Promotion Management	3 Cr
MKT 692	Rural Marketing	3 Cr.

FOURTH SEMESTER; 15 Credit Hours

MGT 523	Strategic Management	3 Cr.

Specialization Courses (Any Two from Group B)

FIN 685	Financial Markets and Institutions	3 Cr**.**
FIN 686	International Financial Management	3 Cr**.**
FIN 689	Investment Management	3 Cr**.**
FIN 690	Insurance: Theory and Practice	3 Cr**.**
FIN 691	Commercial Bank Management: Theory and Practice	3 Cr**.**

Marketing

MKT 685	Consumer Behavior	3 Cr.
MKT 686	International Marketing	3 Cr.
MKT 687	Brand Management	3 Cr.
MKT 688	Sales Management	3 Cr.
MKT 689	Retail Management	3 Cr.
MKT 690	Services Marketing	3 Cr.

Accountancy

ACC 687	Contemporary Auditing	3 Cr.
ACC 688	Accounting Theory and Financial Reporting	3 Cr.
ACC 689	Management Control Systems	3 Cr.
ACC 690	Balance Scorecard: A Tool for Performance Measurement	3 Cr.

Management

MGT 685	Organizational Development and Change	3 Cr.
MGT 686	Quality Management	3 Cr.
MGT 689	Performance Management	3 Cr.
MGT 690	Leadership and Communication	3 Cr.

MGT 525 Dissertation 6 Cr

FIN 510: Financial Management

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to enable students to appreciate the significance of concepts, theories and practice of financial decision making in firms and to make them acquainted with analytical and problem solving skills for making investment, financing and dividend decision along with managing working capital.

Course Description

The course covers core area of financial management – investment, financing and dividend decisions and their peripherals. They are organized in eight units. The major topics covered in this course are: financial management and environment, financial statements analysis, security and corporate valuation, risk-return and the portfolio theory, capital structure and cost of capital, investment decision, dividend decision, and working capital management.

Course Details

Unit 1: Financial Management and Environment **LH 5**

Financial Management: Functions and Concept, Objectives of Corporation: Value Maximization, Value Maximization and Social Welfare, Managerial Action to Maximize Shareholder Wealth; Role of Financial Manager; Agency Conflicts: Conflict between Stockholders and Creditors, Conflict between Insider Owner/Managers and Outside Owners, Conflict between Managers and Shareholders; Corporate Governance, Business Ethics and Corporate Social Responsibility; Financial Environment in Nepal: Financial Securities, Financial Institutions, Financial Market; Tax Environment.

Unit 2: Financial Statement Analysis **LH 5**

Financial Statements and Reports; Financial Ratio Analysis: Liquidity Ratios, Asset Management Ratios, Debt Management Ratios, Profitability Ratios, Market Value Ratios; Trend Analysis; Common Size Analysis; Percentage Change Analysis; The Du-Pont Equation; Comparative Ratio and Benchmarking; Uses and Limitations of Ratio Analysis.

Unit 3: Security and Corporate Valuation **LH 6**

Time Value of Money and Financial Asset Valuation: Discounting and Compounding of Different Cash Flow Streams; Valuation of Bonds; Required Return and Bond Values; Changes in Bond Values Over Time; Bond Yields; The Basic Stock Valuation Models: Zero Growth Model, Normal Growth Model, Supernormal Growth Model, Single Period and Multi-period Valuation Model; Market Multiples and Stock Valuation; Valuation of Entire Corporation.

Unit 4: Risk-Return and Portfolio Theory **LH 6**

Investment Returns and Risk; Risk in a Portfolio Context; Efficient Portfolio; The Optimal Portfolio; Capital Assets Pricing Model (CAPM); The Capital Market Line (CML) and Security Market Line (SML); The Efficient Market Hypothesis and Behavioral Finance.

Unit 5: Capital Structure and Cost of Capital **LH 6**

An Overview of Cost of Capital Structure: Business Risk and Financial Risk; The Optimal Capital Structure; Component Cost of Capital; Weighted Average Cost of Capital (WACC); Marginal Cost of Capital (MCC) and Breaks in MCC Schedule.

Unit 6: Investment Decision **LH 8**

An Overview of Capital Budgeting; Estimating Cash Flows; Evaluating Cash Flows: Payback Period, Discounted Payback Period, Net Present Value, Internal Rate of Return, Profitability Index, Modified Internal Rate of Return; Projects with Unequal Lives; NPV Profiles and Crossover Rate.

Unit 7: Dividend Decision **LH 6**

Procedural Aspects of Paying Dividends; Dividend Distribution Model: Residual vs Stable; Cash Distributions and Firm Value; Clientele Effect; Signaling; Stock Dividends and Stock Splits; Stock Repurchase; Managerial Considerations as to Share Repurchase Policy; Dividend Payment Practices in Nepal.

Unit 8: Working Capital Management **LH 6**

An Overview of Working Capital Management; Financing Current Assets; The Cash Conversion Cycle; Cash Management and Target Cash Balance; Inventory Management; Receivable Management.

References

Bigham, E. F& Ehrhardt, M. C. ***Financial Management: Theory and Practice.*** New Delhi: Cengage Learning**.**

Van Horne, J. C. ***Financial Management and Policy.*** New Delhi: Pearson Education.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. **Corporate Finance.** New Delhi: Tata McGraw-Hill.

Gitman, L. J. ***Principles of Managerial Finance***. Delhi: Pearson Education.

Pradhan R. S. ***Financial Management***. Kathmandu: Buddha Academic Publishers and Distributors.

Paudel, R. B., Baral K. J., Gautam R. R., & Rana S. B. ***Financial Management***. Kathmandu: Asmita Books Publishers and Distributors.

Sharma, D. R., Thapa, K., Risal, N. & Pathak, D. D. ***Financial Management.*** Kathmandu: Khanal Publication Pvt. Ltd.

MKT 511: Marketing Management

Credits: 3
Lecture Hours: 48

Course Objectives

The objective of this course is to equip students with knowledge and skills to take decisions in marketing management.

Course Description

This course deals on the management aspects of marketing. It includes a study of the marketing system and organization, environment and segment analysis, information system, demand analysis, buyer analysis and competitor analysis, strategic marketing planning, implementation of marketing program and marketing control.

Course Details

Unit 1: Introduction **LH 6**

- Definition of Marketing and Core Marketing Concepts
- Company Orientation Towards the Market Place
- Customer Value, Satisfaction and Creating Long Tern Loyalty Relationship
- Concept of Marketing Management
- Marketing Management Process

Unit 2: Marketing Opportunity Analysis **LH 6**

- Macro Environmental Trend and forces
- Corporate and Division Strategic Planning, Business Unit Strategic Planning
- Assigning Resources to SBUs: SBU Model, BCG Model and GE Model
- Nature and Contents of a Marketing Plan

Unit 3: Marketing Information System and Demand Measurement **LH 6**

- Marketing Information System and its Components
- Marketing Research: Areas and Process
- Market Demand and Its Measurement
- Methods of Estimating Current and Future Market Demand
- Practice of Marketing Information System(MKIS) in Nepal

Unit 4: Identifying Market Segment, Target and Position Strategies **LH 6**

- Bases for Consumer and Industrial Market Segmentation
- Process of Market Segmentation
- Evaluation and Selection of Target Market
- Developing Positioning Strategies
- Market Segmentation Practices in Nepal

Unit 5: Competitors Analysis **LH 4**

- Concept of Competition
- Key Competitor Analysis
- Competitive Strategies for Market Leader
- Competitors Analysis in Nepal

Unit 6: Implementation of Marketing Program: Product Strategies LH 8

- Concepts and Types of New Products
- New Product Development Process
- Product Line and Product Mix Strategies
- Brand Positioning, Branding Policies and Strategies
- Marketing Strategies in the Various Stages of Product Life Cycle
- Product and Branding Practice in Nepal

Unit 7: Implementation of Marketing Program: Pricing Strategies LH 4

- Objectives and Methods of Pricing
- Developing Pricing Strategies and Program
- Pricing Practices in Nepal

Unit 8: Implementation of Marketing Program: Channel & Logistic Strategies LH 3

- Selection of Channel Design Decision
- Channel Dynamics
- Logistics Management Decisions
- Distribution System in Nepal

Unit 9: Implementation of Marketing Program: Integrated Marketing Communication Strategies LH 3

- Designing and Managing Integrated Marketing Communications
- Steps in Developing Effective Communication
- Promotion Practices in Nepal

Unit 10: Evaluation and Control of Marketing LH 2

- Concept of Marketing Control
- Types of marketing Control
- Marketing Control in Nepal

Note: At least one case study should be conducted after the completion of each chapter.

Basic Books

Kotler,P & Keller, K.L Marketing Management, New Delhi, Person Education Limited.

Reference Books

Aaker D., Strategic Market Management, Singapore John, Wiley & Sons,
Stanton, E. and Walker, B.J., Fundamentals of Marketing, MC Graw Hill International Editions.

ECO 512: Managerial Economics

Credits: 3
Lecture Hours: 48

Course Objective

The course aims to develop students' knowledge and skills in the tools and techniques of economics applicable to managerial decision making.

Course Description:

This course deals with introduction to managerial economics and theories of firm, demand forecasting, production and cost analysis, pricing theory and practice, risk analysis, and market efficiency and role of government.

Course Details

Unit 1: Introduction to Managerial Economics and Theories of Firm LH 7

(a) Concept and scope of managerial economics, Managerial economics and business decision-making.

(b) Business profit and economic profit.

(c) Theories of firm: Profit maximisation, Value maximisation**,** Sales revenue maximisation, Williamson's model of managerial discretion.

Unit 2: Demand Analysis and Forecasting LH 8

(a) Concept and significance of demand forecasting.

(b) Techniques of demand forecasting: Survey methods, Market experiment, Time series analysis, Moving average method, Regression analysis, Barometric technique.

(c) Use of elasticities of demand in business decision making.

(d) Limitations of forecasting.

Unit 3: Production and Cost Analysis LH 5

(a) Production function: Short run production function, Long run production function, Cobb-Douglas production function.

(b) Optimal use of one variable input and two variable inputs.

(c) Learning curve, Empirical estimation of short run cost function

Unit 4: Pricing Theory and Practice LH 14

(a) Pricing under oligopoly**:** Cartel arrangement, Price leadership, Kinked demand curve model.

(b) Strategic behaviour and game theory: Concept, Payoff matrix, Nash equilibrium, Prisoner's dilemma, Simultaneous move one shot game, Simultaneous move repeated game, Multistage game

(c) Pricing techniques: Cost-plus pricing, Incremental cost pricing, Predatory pricing, Multiple product pricing (fixed proportion), Transfer pricing, Peak-load pricing, Two-part tariff.

(d) Economics of discriminations: Wage differential, Price discrimination

Unit 5: Risk Analysis LH 4

(a) Concept of risk and uncertainty

(b) Attitude toward risk and uncertainty: Utility Theory and risk aversion

(c) Information and risk: Asymmetric information, Adverse selection, Signaling, Moral hazard, Principal -agent problem

Unit 6: Market Efficiency and Role of Government LH 10

(a) Market and efficiency: Effect of government policy (tax and price control policy) in market equilibrium and market efficiency

(b) Market failure: Concept and sources of market failure: Market power and deadweight loss, Incomplete information, Externalities, Public goods.

(c) Government response to market failure: Rationale for regulation, Monopoly regulation, Antitrust policy, Patent system, Operating controls, Subsidy policy, Tax policy, Regulation of environmental pollution.

(d) Regulation of international competition.

(e) Problems of regulation, effects of regulation on efficiency.

(e) Government failure: Theory of public choice.

Note: Numerical illustrations and case analysis will be used wherever applicable.

Reference Books:

Adhikari, G.M., Paudel, R.K. and Regmi, K. (2017). ***Managerial Economics.*** Kathmandu: KEC Publication and distributors

Dhakal, R. (2017). ***Managerial Economics.*** Kathmandu: Samjhana Publication

Mansfield, E. (1996). ***Managerial economics***. New York: W.W. Norton and Co.

Petersen, H.C. and Lewis, W.C. (2008). ***Managerial Economics.*** New Delhi: Pearson Education Ltd.

Pappas, J.L. and Hirschey, M. (1989). ***Fundamentals of Managerial Economics***. New York: The Dryden Press.

Salvatore, D. (2012). ***Managerial Economics***. New York: McGraw Hill.

MGT 513: Human Resource Management

Credit: 3
Lecture Hours: 48

Course Objectives

The main objective of this course is to familiarize students with the concepts and practices of human resource management. This course provides an overview of the HRM. This course is designed to provide students with specific knowledge, skills, and abilities associated with human resource management so that they are actually prepared to perform the essential functions that human resource professionals are expected to perform.

Course Description

This course contains an overview of HRM, analysis and design of job, human resource planning, recruitment, selection and socialization, human resource development and training, career planning, performance evaluation and compensation management, labour relations and collective bargaining, recent trends in human resource management**.**

Course Details

Unit 1: An Overview of Human Resource Management LH 6

Concept, Developments in HRM Concepts, HRM environment, Ethics in HRM, Strategic HRM, The roles of the HRM functions in strategy formulation, Dimensions of International human resource management, globalization and HR policy, Human resource management in Nepal.

Unit 2: Human Resource: Strategic Planning LH 5

Concept, HRP process, Strategic planning and HR planning, Need of human resource planning, Human resource information system, Techniques of forecasting HR demand and supply, Strategic directions in human resource planning, HRP practices in Nepalese organizations.

Unit 3: Job Analysis and Design LH 5

Concept of job design, Impact of job design on motivation, satisfaction, productivity and quality of work life, Concept of job analysis, Importance of job analysis in human resource management, Job analysis techniques, Writing job descriptions and specification.

Unit 4: Recruitment, Selection and Socialization LH 5

Concept, Methods and sources of recruitment, Recruitment process, Concept of employee selection, Process of selection, The Selection interview, Selection tests, Concept and process of socialization, Recruitment and selection practices in Nepal.

Unit 5: Human Resource Development LH 6

Concept of human resource development (HRD) and training, Need for HRD, Training needs analysis (TNA), On-the-Job and Off-the-Job training and development techniques, Evaluation of training, Practices of training in Nepalese organizations.

Unit 6: Employee Career Planning and Mentoring LH4

Concept and Objectives of career planning, Stages of career development and planning, Need of career planning, Individual career counseling and mentoring, Importance of mentoring in work place, Career planning in Nepalese organizations.

Unit 7: Performance and Compensation Management LH 6

Concept and issues in performance management, Criteria of performance management, Performance evaluation approaches, Problems of performance evaluation, Compensation management, Considerations for Determining Compensation, The Legal Environment and Pay System Governance in Nepal.

Unit 8: Labour Relations and Collective Bargaining LH 5

Concept, Actors and process of labour relations, Unionism, Reasons for joining unions, Issues in collective bargaining, Labour disputes and grievances procedures, Legal environment in labour relations in Nepal, Contemporary issues in labour relations in Nepal.

Unit 9: Recent Trends in Human Resource Management LH 6

Hard and soft approaches to HRM, Cross cultural training, Managing diversity, Talent management, Competency mapping, Outsourcing of HR professionals, Downsizing and layoffs, emergence of work and family issues, Flexi time, Healthy workplace, Impact of technology.

Reference Books:

Armstrong, M.,(2015). ***A Handbook of Human Resource Management***, New Delhi: Aditya.

Adhikari, D.R.,(2015) .***Human Resource Management,*** Buddha Publication.

Books. Armstrong, M., (2015). ***A Handbook of Human Resource Management,*** Aditya Books

Bernardin J.H., (2014).***Human Resource Management: An Experiential Approach,*** McGraw-Hill.Cascio, W., (2015).***Managing Human Resources,*** McGraw-Hill.

Decenzo, D.A.,(2014). ***Fundamentals of HRM,*** Wiley.

Dessler, G. and Varkkey, B,(2016). ***Human Resource Management,*** Pearson.

Geprge W. Bohlander,(2016). ***Principles of Human Resource Management,*** Cenage Learning India Private Limited

MSC 514: Statistical Methods

Credits: 3
Lecture Hours: 48

Course Objectives
The course aims to impart knowledge and skills of statistical techniques ad their applications in solving business problems

Course Details

Unit 1: Probability **LH6**

Concept and importance of probability, approaches to probability. Additive and multiplicative theorems, conditional probability, Baye's theorem and decision tree.

Unit2: Probability Distribution **LH6**

Discrete probability distribution: Binomial and Poisson, Continuous probability distribution: Normal Distribution and their properties along with applications.

Unit 3: Sampling and Estimation **LH6**

Sampling techniques, sampling and non-sampling errors, sampling distribution, standard error, application of standard error, concept of central limit theorem

Estimation theory, criteria of good estimator, point and interval estimate, relationship among errors, risk and sample size, determination of sample size

Unit 4: Testing of Hypothesis **LH18**

Meaning of hypothesis testing, types of error in hypothesis testing, critical region, one tailed and two tailed test, Parametric Test: large sample test of mean and proportions, small sample test of mean, paired t-test, test of significance of correlation coefficient, variance ratio test, one way and two way Analysis of Variance (ANOVA), Non-parametric test: Chi-square test of goodness of fit and independence of attributes, chi-square test for population variance.

Unit 5: Correlation and Regression Analysis **LH12**

Partial and multiple correlation , coefficient of determination , concept of linear and non-linear regression , multiple regression equation , standard error of estimate for multiple regression, test of regression model and regression coefficients, auto-correlation and multicollinearity , Residual analysis: Linearity of the regression model, Homoscedasticity , Normality of error.

Reference Books
Richard I. Levin and David S. Rubin, ***Statistics for Management***, Prentice Hall of India
S.C.Gupta, ***Fundamental of Statistics,*** Himalayan Publishing House

MGT 515: Organizational Behavior

Credits: 3
Lecture Hours: 48

Course objectives

The major objectives of this course is to provide students with an in-depth understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources.

Course Description

This course intends to familiarize students with different dimensions of organizational behavior. The course contains introduction, foundations of individual behavior, perception and attribution, personality and attitudes, positive organizational behavior, motivation and stress management, groups and teams in organizations, leadership, communication and conflict and organizational change and development.

Course Details

Unit: 1 Introduction **LH 7**

Concept of organizational behavior; Foundations of OB; Contextual perspective of OB - HR Approach, Productivity Approach, Interactionalism Approach, Contingency Approach, System Approach; Environmental context of OB - Globalization, diversity and ethics; Theoretical Frameworks - Cognitive Framework, Behavioristic Framework, Social cognitive framework

Unit: 2 Foundations of individual Behavior **LH 2**

Personal Factors, Environmental Factors, Organizational Systems and Resources, Models of Individual Behavior**.**

Unit 3: Perception and Attribution **LH 7**

Meaning and definition of perception; Nature and importance of perception; Sensation verses Perception; subprocesses of Perception; Perceptual Selectivity and Organization - Attention Factors in Selectivity, Perceptual Organization; Social perception - Characteristics of Perceiver and Perceived, stereotyping, Halo Effect; Attribution - Attribution Theory, Locus of Control Attributions, Other Attributions, Attribution Errors; Impression Management - Concept; Process of Impression Management; Employee Impression Management Strategies; Link between perception and decision making in organizations; Individual differences and organizational constraints.

Unit 4: Personality and Attitudes **LH 9**

Concept of Personality; Hofstede's Framework of Personality; Approaches to Understaning Personality Traits and Dimensions - Cattel's 16 Personality Factors (16PF), The "Big Five" Personality Theory, Personality Profiling Using DISC (Dominance, Influence, Steadiness, compliance) methodology, Fundamental Interpersonal Relations Orientation Behavior; Personality Traits - Locus of Control, Authoritarianism, Dogmatism, Machiavellianism, Risk Propensity, Self-esteem, Self-monitoring; Concept of Attitudes; Components of Attitudes; Functions of Attitudes; Changing Attitudes - Barriers to changing attitudes, Providing New Information, Use of Fear, Resolving Discrepancies, Influence of Friends or Peers, The Co-opting Approach; Organizational commitment - Meaning and dimensions (Affective, Continuance, and normative); Guidelines to Enhance Organizational Commitment; Organizational Citizenship behaviors (OCBs): Concept.

Unit 5: Positive Organizational Behavior **LH3**

Concept; Optimism – Dimensions of Optimism, Optimism in the workplace, Hope, Subjective Well-Being (SWB), Resiliency; Emotional Intelligence – Role of Emotion, Role of

Intelligence, Meaning of Intelligence, Emotional Intelligence in the Workplace; self-Efficacy – Meaning, Process and Impact of Self-Efficacy, Sources of Self-Efficacy, Implications for Self-efficacy in the work place.

Unit 6: Motivation and Stress Management **LH 4**

Work motivation theories; Motivational application through job design; Motivational application through goal setting.

Meaning and definition of stress; Work Stress Model –Individual Level Stressors, Group Level Stressors, Organizational level Stressors, Extra-Organizational Stressors; Stress Management – Individual Strategies, Organizational Strategies, Employee Assistance Programs (EAPs); Stress and Performance.

Unit 7: Groups and Teams in Organizations **LH 4**

Concept of Groups and Group Dynamics; Stages of Group Development; Group Structure – Roles, Norms, Status , Size, cohesiveness; Group Decision making; Concept and nature of Teams; Types of Teams; Creating Effective Teams.

Unit 8: Leadership **LH 5**

Concept of Leadership; Traditional theories of Leadership – Trait Theories, From Traits to States and Skills Development, Group and Exchange Theories of Leadership, Contingency Theory of Leadership. Path-Goal Leadership theory; Modern Theoretical Processes of Leadership – Charismatic Leadership, Transformational Leadership, Social Cognitive Approach, Substitutes for Leadership, Authentic Leadership; Contemporary issues in leadership.

Unit 9: Communication and Conflict **LH 4**

Interactive communication in organizations; Interpersonal communication – Oral Communication, Written communication, Nonverbal communication; Organizational communication – Concept, Factors influencing organizational communication; communication Roles; Communication Policies and Communication Audit; Current issues in communication.

Concept and nature of conflict; Changing views of conflict; Functional and Dysfunctional conflict; Process of conflict; Levels of conflict; Conflict resolution strategies.

Unit 10: Organizational Change and Development **LH 3**

Concept; Forces of change; Resistance to change; Approaches to managing organizational change; Concept and characteristics of Organization Development (OD); OD values; OD interventions at individual, group and organizational level.

Text and Reference Books

Robbins, S. P., ***Organizational Behavior***, New Delhi: Pearson.

Luthans, F., ***Organizational Behavior***, New Delhi: McGraw Hill.

Newstrom, J. W., ***Organizational Behavior: Human Behavior at Work***, New Delhi: Tata McGraw Hill Publishing Company.

Greenberg, J. and Baron, R.A., ***Behavior in Organizations***, New Delhi: Pearson Education.

Aswathappa, K., ***Organizational Behaviour***, New Delhi: Himalayan Publishing House.

Singh, K., ***Organizational Behaviour***, New Delhi: Vikas Publishing House.

Arnold, H.J. & Fieldman, D.C., **Organizational Behavior**, New York: McGraw Hill.

Adhikari, D.R., ***Organizational Behavior***, Kathmandu: Buddha Academic Enterprises.

Hellriegal, D. Slocum, J.W. & Woodman, R. W., ***Organizational Behavior***, Singapore: South Western College Publishing.

Moorhead, G. & Griffin, R. W., ***Organizational Behavior***, New Delhi: AITBS Publishers.

MSC 517: Production and Operations Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to impart knowledge and skills of production and operations management to students so that they can relate the theoretical aspects with real world operations.

Course Description

The course contains basic concepts and introduction, production planning and scheduling, materials management, managing for quality and optimization techniques

Course Details:

Unit1: Basic Concepts and Introduction LH 6

Concept, Transformation model, manufacturing versus Service operations, Historical Development of Operations Management, Types of production system, operations strategy, global view of operations, achieving competitive advantage though operations, concept and types of Productivity.

Unit 2: Production planning and scheduling LH 14

Product development: Operational issues in product life cycle; product development process, Quality function deployment, value engineering,

Manufacturing process and service process, Capacity planning decisions, aggregate planning strategies, location planning: strategic importance of location, Factors affecting location decisions, methods of evaluating location alternatives, layout strategies: strategic importance of layout decisions, Types of layout, Designing product layout: Assembly line balance

Overview of the operations planning and scheduling system, loading, priority sequencing, forward scheduling and backward scheduling, expediting, optimized production technology

Unit 3: Materials Management LH 8

Objectives and importance of material management, procurement activities, Material Handling, warehousing, Inventory management, Inventory costs, Inventory control system, Material Requirement Planning (MRP), ABC Inventory planning system,

Unit 4: Managing for Quality LH 6

Introduction, definitions of quality, concepts of Total quality management, Quality management system,7 tools for the quality journey, Quality costs, Six-Sigma, Statistical process control, control charts for variables and attributes, acceptance sampling, process capability

Unit 5: Optimization Techniques LH 14

Linear programming: Introduction to Linear programming problem, general statement of linear programming problem, Formulation of linear programming problem, Assumptions underlying linear programming, some special cases in linear programming, Simplex method, Solution to maximization problems, solution to minimization problems, Big-M method, Duality in linear programming problem, Economic interpretation of duality, concept on sensitivity analysis

Transportation problem: Vogel's Approximation method (VAM) for generating initial basic feasible solution, Testing Optimality condition, Balanced and unbalanced transportation problem, closed path formation, Maximization problem

Assignment problem: Introduction, solution of Minimization and maximization of assignment problem by Hungarian Method, balanced and unbalanced assignment problem.

Suggested Readings

1. Stevenson, W.(2012). *Operations Management*.11th ed. New Delhi: Tata McGraw-Hill.
2. Vohra N.D., (2004). *Quantitative Techniques in Management*. New Delhi: Tata McGraw-Hill.
3. Hillier F.S.,Liberman G.J. (2005). *Introduction to Operations Research: Concepts and cases*. New Delhi: Tata McGraw-Hill.
4. Adam, E and Ebert R. (2007). Production and operations management Concepts, Models and Behaviour.5th ed. New Delhi: Prentice -Hall of India Private Limited.
5. Krajewski L, Ritzman L., Malhotra, M.(2007): Operations Management Process and Value Chains.8 ed. New Delhi: Prentice Hall.
6. Chase Richard B., Aquilano Nicholas J and Jacobs F. Robart (1999): Production and Operations Management: Manufacturing and Services, 8th edition, Tata McGraw Hill Publishing Company, New Delhi
7. Sthapit , A. B, Yadav R. P, Tamang G. , Dhital S. and Adhikari P. (2015). Production and Operations Management. Kathmandu: Asmita Books Publishers and Distributors (P) Ltd.
8. Shrestha S. and Silwal D. (2057). Production and Operations Management. Kathmandu: Taleju Prakashan
9. Regmi L., Joshi P.R. ,Chaudhary A.K., & Fago G, . (2012). Production and operations management. Kathmandu: Buddha Publication

ACC 517: Management Accountancy

Credits: 3
Lecture Hours: 48

Course objectives
The objectives of this course are to provide extensive knowledge of managerial accounting tools and techniques required for strategic planning and controlling processes.

Course description
This course aims to provide exposure on managerial planning and control. It helps to analyze managerial accounting information for control. It covers cost management, income under marginal and absorption costing, cost volume profit analysis, profit planning and performance control. It also deals with technical and behavioral aspects of management accounting and control system.

Teaching Methodology and Pedagogy

- Lecture
- Assignments
- Discussion & Presentation
- Project & case work
- Library & Internet

Marking Scheme

- **Internal**
  - Assignment
  - Presentation
  - Project work
  - Mid Term Exam
  - Pre Board Exam

External

- Board Exam

Course Details

Unit 1: Concept of Management Accounting **LH 3**

- Concept, objectives, characteristics, functions and limitations of management accounting
- Changing role of management accounting in an organization
- Controllership functions and responsibility

Unit 2: Cost Management and Reporting **LH 8**

- Concept, classification and allocation of costs
- Segregation of mixed cost: graphical presentation, two point method, regression method, Co-efficient of determination, standard error of estimates, standard error of regression co-efficient, confidence interval and student "t" test
- Reporting and interpretation of net income under different situations for internal and external use
- Reconciliation of net income

Unit 3: Cost-Volume-Profit-Analysis **LH 8**

- Concept, objectives, assumptions, limitations of cost-volume-profit-analysis
- Application of cost-volume-profit for breakeven analysis and profit planning including multiple products with interpretation

- CVP analysis under the condition of uncertainty
- Cost-volume-profit analysis under resource constraints
  - Allocation of single resource constraint
  - Allocation of multiple resource constraints using linear programming model

Unit 4: Activity Based Costing **LH 5**

- Concepts, need, objectives and limitations of ABC
- Limitations of traditional costing system
- Procedures of absorption of overhead under ABC
- Ascertainment of costs and profit under Traditional and ABC method
- Activity based profitability analysis
- Activity Based Management

Unit 5: Profit Planning **LH 11**

- Concepts, need, importance and objectives of budgeting
- Budgeting for profit planning: preparation of master budgets for manufacturing and non-manufacturing firms
- Zero-base budgeting

Unit 6: Controlling of Performance **LH8**

- Concept of standard cost and standard costing
- Difference between standard cost and estimated cost
- Preliminaries to establishment of standard costing
- Objectives, importance and limitations of standard costing
- Standard costing and budgetary control
- Computation and interpretation: Material, Labour and Revenue (based on turnover) variances
- Flexible budgets: concept, features and significance. Difference between flexible and static budget
- Overhead cost control: variable and fixed overhead variances and interpretation

Unit 7: Management Accounting and Control System **LH 5**

- Concept of technical considerations of management accounting and control system: The value chain; Total life cycle costing; Target costing; Kaizen Costing; and Benchmarking
- Concept of behavioral considerations of management accounting and control system
- Concept, needs and objectives of Social Accounting, Balanced Scorecard, Forensic Accounting, Environment Accounting and Green Accounting

Basic Books:

Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012). ***Management Accounting/6e.*** New Delhi: Pearson Education Pvt. Ltd.

Garrison, R. H., Noreen, E. H., & Brewer, P. C. (2012). ***Managerial Accounting.*** New Delhi: Tata Mc Graw Hill Education Pvt. Ltd.

Hilton, R. W., Ramesh, G., & Madugula, J. (2011). ***Managerial Accounting.*** New Delhi: Tata Mc Graw Hill
Education Pvt. Ltd.

MGT 518: Business Environment

Credits: *3*
Lecture Hours: 48

Course Objectives

The course aims to provide the students with the knowledge of different facets of external business environment that are necessary for the survival of a business firm in the contemporary business world. It also aims to develop capacity and skills in the students of analyzing, synthesizing and evaluating these facets and applying them in the formulation of business and strategies. This course examines the relationship between business organizations and their functional areas.

Course Description

The main topics covered in the course are: the business-environment interaction, analysis of the economic, political, social, cultural, legal, and technological environments and their effects on international business; trade policy instruments and implications for business; economic policies and reforms, corporate social responsibility; globalization and regional economic integration, multinational corporations; major drivers behind, and barriers to, foreign direct investment; impact of international institutions and organizations like WTO on Nepalese business. The purpose is to develop a solid understanding of the external, economy-wide factors that affect the performance and management of Nepalese business firms.

Course Details

Unit 1: Introduction **LH 3**

Concept, relationship between business system and its environment, Importance and components of business environment, Process and techniques of environmental analysis, Business environment analysis for strategic management, Recent trends and emerging business environment in Nepal.

Unit 2: Economic Environment **LH 16**

An overview of the Nepalese economy: Economic structure and dimensions; Economic indices - National income; Rate and growth of GNP, per capita; Poverty situation; Distribution of income; Nepal's foreign trade - structure and related issues; Labour market issues; Foreign employment - trends and issues.

Economic planning: An overview of five year /three year plans of Nepal; Current Plan - its objectives, targets and strategies applicable to business and industrial sectors; Millennium Development Goals – parameters and progress in Nepal.

Nepalese economic policies and reforms: Industrial Policy- concept and objectives; Trade Policy - concept and objectives; Tourism Policy - objectives and characteristics; Current monetary policy; Economic policy reforms;

Agriculture and industrial sectors: Features and issues in Nepalese agricultural sector; Nepal's industrial sector – structure, performance and constraints.

Unit 3: Political Environment **LH4**

Political system, its nature and significance for business; Political structure; Political parties, Government's role in business; Political stability issue; Impact of political environment on Nepalese business structure. Interrelationships between politics, government and business.

Unit 4: Regulatory Environment **LH 7**

Constitutional framework; Directive principles; Fundamental rights; Main features and provisions of business related legislation and policies in Nepal. Business legislation in Nepal - Companies Act, 2006; Finance and investment legislation - Foreign Investment and Technology Transfer Act, 1992; Income Tax Act, 2002; Industrial Enterprise Act, 1992; Securities Act, 2063; Labor Act, 1992; Trade Union Act, 1992; Mines and Minerals Act, 1985; Patent Design and Trade Mark Act, 1965; Copyright Act, 2002; Foreign employment Act,2007.

Unit 5: Socio-Cultural Environment **LH 4**

Concept and components of socio-cultural environment; Impact of socio-cultural environment to business, Analysis of components of Nepalese socio-cultural environment: attitudes, values and beliefs, religion, language, education, social institutions, class structure and business culture. Emerging socio-cultural changes in Nepal.

Unit 6: Social Responsibility of Business **LH 3**

Social responsibility of business: Concept, approaches and areas. Corporate accountability, Social audit: Concept, models and procedures, consumerism.

Unit 7: Global Environment **LH 7**

Globalization - concepts and forms; Regional economic integration; A brief overview of the regional economic groupings such as NAFTA, APEC, ASEAN, SAARC, SAFTA and BIMSTEC; Economic reforms in South Asia; World Trade Organization (WTO) – Objectives, structure, principles, agreements and most favoured nation treatment; Benefits of the WTO trading system; Nepal's membership and commitments - opportunities and threats for Nepalese business, Recent trends and development in global environment.

Unit 8: Environment, Energy and Technology **LH 4**

Environment and energy management: Natural environment and pollution issues; Environment protection legislation and programs; Demand and supply of energy; Environment and energy management issues. Science and Technology Policy; IT Policy; Electronic Transactions Act, 2007; Status of technology in Nepalese businesses; Technology and human factors; Issues related to management of technology.

References

Pant, Prem R. ***Business Environment in Nepal***. Buddha Academic Publishers and Distributors, Kathmandu.

Agrawal, G. R**.** ***Dynamics of Nepalese Business Environment***. M. K. Publishers, Kathmandu.

Aswathappa, K. ***Business Environment for Strategic Management,*** Himalaya Publishing House, Bombay.

Cherunilam, F. ***Business Environment***. Himalaya Publishing House, Bombay.

Relevant laws, literature and cases.

MGT 519: Managerial Communication

Credits: 3
Lecture Hours: 48

Course Objectives

This course, while familiarizing students of advanced Business Studies with the foundational theory of business communication, offers an intensive practice of effective business communication-written, oral, verbal, and non-verbal – so that Business Graduates can apply the skills learned in their career and beyond. Besides orienting students to basic theories of effective communication, the course also includes a practicum component in that students towards the end of the semester will have submit a completed writing portfolio that includes a range of writing assignments such as business correspondences, business report, and a dossier for job application. The course follows the seminar model of classroom teaching, in which students participate in in-class discussions and presentations.

Course Description

This course contains understanding the foundations of business communication, writing letters, memos, e-mails, and instant messages, writing reports and proposals, oral and non- verbal communications, preparing a dossier for employment.

Course Details

Unit 1: Understanding the Foundations of Business Communication LH 6

- Achieving success thorough effective business communication
- Communicating in teams and mastering listening and non-verbal communication
- Communicating inter-culturally

Applying the three-step writing process

- Planning business messages
- Writing business messages
- Completing business messages

Unit 2: Writing Letters, memos, e-mails, and instant messages LH 6

- Writing routine and positive messages
- Writing negative messages
- Writing persuasive messages

Unit 3: Writing Reports and Proposals LH8

- Planning reports and proposals
- Writing reports and proposals
- Completing reports and proposals

Unit 4: Oral and non-verbal communications **LH 6**

- Non-verbal communication
- Public speaking
- Conducting and participating in meetings
- Interviewing and getting interviewed

Unit 5: Preparing a dossier for employment **LH 6**

- Constructing resume
- Writing job letters
- Applying and interviewing for employments

Practicum: **LH 16**

- At least one 10 to 15 minute oral presentation
- At least three business correspondences (topic will be given)
- At least one mid-length report
- Mock meetings and interview sessions
- Dossier for job application

Required Texts

Courtland L. Bovee and John V. Thill, *Business Communication Today*

Occasional handouts.

Reference Books

R.V. Lesikar and J.B. Pettit, ***Business Communication*** (Prescribed)

R.V. Lesikar and M.E. Flatley, ***Basic Business Communication*** (Prescribed)

Robert G. Insley, ***Communicating in Business in the 21st Century*** (highly recommended)

Baden Funson, *C21:* ***Communicating in the 21st Century*** (highly recommended)

ACC 519: Accounting for Financial and Managerial Decision and Control

Credits: 3
Lecture Hours: 48

Course Objectives:

The objectives of this course are to provide extensive knowledge of financial and managerial accounting information for taking amicable short term and long term decisions to give drive in planning and controlling processes in changing environments.

Course Description:

This course aims to provide knowledge of managerial accounting information for planning and control. It covers pricing decision, investment analysis and decision regarding alternative choices. It also deals with financial statement and performance measurement analysis of an organization.

- **Teaching Methodology and Pedagogy**
  - Lecture
  - Assignments
  - Discussion & Presentation
  - Project & case work
  - Library & Internet
- **Marking Scheme**
  - **Internal**
  - Assignment
  - Presentation
  - Project work
  - Mid Term Exam
  - Pre Board Exam
  - **External**
  - Board Exam

Course Details

Unit 1: Financial and Management Accounting Information LH 4

- Concept, need, scope and sources of financial information
- Concept and need of management accounting information and its diversity
- Management accounting in the competitive business environment
- Management accounting information as a control tool
- Control system and control environment in an organization

Unit 2: Financial Statement Analysis and Performance Measurement LH 15

- Accounting standards: Concept and disclosures of National and International Accounting and Financial Reporting Standards
- Concept, objectives and importance of Financial Statement: Income Statement, Balance Sheet and Cash Flow Statement
- Concept, objectives and importance of performance measurement
- Performance measurement techniques:
  i. Horizontal, Vertical, Trend and Ratio Analysis and interpretation of ratios for measuring productivity, profitability, activity, stability and possibility.
  ii. Value added analysis and performance measurement
  iii. Measurement & interpretation of return on investment & residual income
  iv. Preparation and interpretation of cash flow statement: direct and indirect method

Unit 3: Management Accounting for Decision Making **LH 10**

- Concepts, need and objectives of decision regarding alternative choices
- Cost classification for managerial decision making perspectives: relevant & irrelevant cost, avoidable & unavoidable cost, opportunity cost, differential cost and sunk cost
- Decision regarding to:
  - i. Make or Buy
  - ii. Accept or Reject a special offer
  - iii. Drop or Continue
  - iv. Sales or further processing
  - v. Lease or Purchase

Unit 4: Pricing Decision **LH 7**

- Concepts and objectives of pricing decision
- Pricing techniques:
  - i. Full cost and variable cost pricing;
  - ii. Target ROI pricing;
  - iii. ABC pricing,
  - iv. Target cost pricing
  - v. Transfer pricing in decentralized organization with evaluation of optimal course of action of buyer's and seller's action

Unit 5: Cost Information for Pricing and Product Planning **LH 5**

- Effect of product cost in pricing and product mix decisions
- Short-term product mix and pricing decisions
- Long-term product mix and pricing decisions

Unit 6: Investment Analysis **LH7**

- Concept, need and objectives of investment analysis
- Concept, need, computation and analysis of evaluation techniques: net present value, profitability index and internal rate of return
- Investment decision under risk and uncertainty by using
  - i. Adjusted discount rate, certainty equivalent co-efficient, sensitivity and scenario analysis
  - ii. Standard deviation, co-efficient of variation, probability distribution approach

Basic Books:

Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012).

Management Accounting/6e. New Delhi: Pearson Education Pvt. Ltd.

Garrison, R. H., Noreen, E. H., & Brewer, P. C. (2012). ***Managerial Accounting****/13e*.

New Delhi: Tata Mc Graw Hill Education Pvt. Ltd.

MSC 521: Research Methodology

Credits: 3
Lecture Hours: 48

Course Objectives

The primary purpose of this course is to introduce students to quantitative and qualitative method for conducting meaningful inquiry and research. Specifically, course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approaches.

Course Description

The course provides an introduction to, and a basic grounding in, fundamental research methods as they relate to the modern practice of management and to academic research. The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interview, data analysis and report writing. The course thus enables students to develop their understanding of research methods, and confidence in designing a research project, choosing and executing appropriate methods, and assessing its academic rigour.

Course Details

Unit 1: The Nature and Context of Social Research LH6

The concept of research; Types of research; Nature and purpose of research; Scientific research - scientific research process, feature of scientific research, difficulties of applying scientific methods to social science research; Management research-concept, types, importance of research for decision making; Ethical issues in management research.

Unit 2: Literature Review LH 4

Concept, purpose and functions of literature review; phases in literature review; searching, obtaining, and evaluating the literature; Literature search through the Internet; Format and guidelines for conducting literature review; Meta analysis

Unit 3: Problem Definition, Theoretical Framework and Hypothesis Formulation LH 8

Problem definition- concept and steps in problem formulation; Research questions- concept and types; Theoretical framework- concept and need for research; Research and theory- deduction and induction; Contributions of research to theory building and practices ; Hypotheses Formulation- concept and function of hypothesis; Types - descriptive, relational, directional, explanatory and null hypothesis; Criteria of good hypothesis.

Unit 4: Quantitative and Qualitative Research Designs LH 9

Definition; Elements of a research design; Classification of research designs- exploratory; descriptive; developmental; case study; causal- comparative and experimental research designs; Common sources of error; Qualitative research- concept, basic assumptions, types and features; Differences between quantitative and qualitative research.

Unit 5: Measurement, Scaling and Sampling LH 6

Variables- concept and types; Scales of measurement; Attitude measurement and scale construction; Attitude scales commonly used in social science research; Criteria of good measurement-validity and reliability of measurement; Sources of measurement problems; Sampling-concept and process; Population and sampling; Types of sampling-probability and non- probability sampling; Sampling and non-sampling errors.

Unit 6: Data Collection and Analysis LH 8

Data and its types; Sources of primary and secondary data; Important considerations for data collection; Questionnaire- principles, components and types; Research interview-types and

process; Sources of qualitative data- observation, participant observation, focus groups; Use of Internet for data collection; Data analysis- Data processing; Presenting data in graphs and tables; Statistical analysis of data- descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data-content, thematic and narrative analysis.

Unit 7: Writing Proposals and Research Reports LH 7

Functions and types of research proposals- solicited and unsolicited proposals; Structure and contents of academic and funded research proposals. Research reports- concept, process, types and procedure for writing research report; Conventions of academic writing; Pre- writing concerns; Components of the research report; Body of the research report; Documenting sources- APA style of citation and referencing; Evaluation of research reports; Essentials of good research report.

Basic Books:

Zikmund, W. G. **Business Research Methods**. Thompson, New Delhi.
Cooper, D.R. and Schindler, P.S. **Business Research Methods**. Tata McGraw Hill, New Delhi.
Pant, Prem R. **Social Science Research and Thesis Writing** .Buddha Academic Enterprises, Kathmandu.

References:

Bryman, A. and Bell, E. **Business Research Methods**. Oxford University Press, New Delhi.
Flick, U. **An Introduction to Qualitative Research**. Sage South Asia Edition, New Delhi.

MGT 522: International Business

Credits: 3
Lecture Hours: 48

Course Objectives

The purpose of the course is to provide students with an overview of the importance of international business and trade in the global economy. It explores the factors and environment the influence success in international markets and familiarizes students with the basic terminologies, key concepts and issues related to international business.

Course Description

This course focuses on key aspects of doing business globally, including the forces of globalization; how business conditions and practices differ from country to country; free trade and protectionism; exporting, licensing, and foreign direct investment; exchange rates and the complications that arise when dealing with multiple currencies; and strategic issues for firms operation in international markets. Students will learn about the techniques and strategies associated with different dimensions of marketing, financial management, and human resource management which arise in an international business context.

Course Details

Unit 1: Globalization and International Business LH 4

Concept of globalization; Forms of globalization; Drivers of market globalization; concept of international business; Reasons for international business expansion; Domestic vs. international business. Case discussion.

Unit 2: Theories of International Trade and Investment LH 6

Theories of international trade; Implications of international trade theories; current trend of global trade; Nepal's foreign trade: an overview; Theories of international investment; Implications of international investment (FDI) theories; current trend of Foreign direct investment; FDI and multinationals; Contemporary issues in international trade and investment. Case discussion.

Unit 3: Global Economy and Regional Economic Integration LH 8

Structure of the global economy; the changing demographics of the global economy; Regional economic integration-concept, nature and stages; Nepal's participation in regional trading system: critical evaluation of SAFTA and BIMSTEC; Emerging foreign markets; Economic integration in different conditions; Implications of economic integration; Free trade policies and WTO: Principles of WTO; Nepal's participation in multilateral trading system of WTO: critical evaluation; Case discussion.

Unit 4: International Monetary and Financial Systems LH 8

International monetary and financial environment- currencies and exchange rate systems; The nature of foreign exchange market; foreign exchange rate systems; Modes of payment in international trade; Currency risk management; International financial system; International financial institutions: an overview of the World Bank, IMF, ADB, and Asian Infrastructure Investment Bank .Case discussion.

Unit 5: International Business Environment and Strategic Management LH 12

Nature and complexity of international business environment; Analysis of environment forces; Socio-cultural forces: complexity of doing business across cultures; Political forces: assessing

and planning political risks; Role of strategy in international business; Estimating market potential; Choosing an IB strategy; Entering and operating in international markets: exporting and importing, collaborative ventures and strategic alliances, licensing, franchising; Global sourcing; Case discussion.

Unit 6: Functional Areas of International Business LH10

Global production; Global marketing strategies: global positioning, branding, product development, pricing, communication, distribution strategies, and E-marketing; Research and development (R&D); financial management: sources of fund for international operations; International human resource management: staffing policies, diversity management and labor relations; economic diplomacy: an overview. Case discussion.

Reference Books

Hill, C. & Jain, A.K. ***International Business: Competing in the Global Marketplace***. Tata Mc Graw Hill, New Delhi.

Hill, J.S. ***International Business:*** Managing Globalization. Sage Publications. New Delhi.

J D Daniels,, L H Radegaugh, and D P Sullivan. ***International Business: Environment and Operations***. Pearson Education. New Delhi.

Oded Shenkar and Y. Luo. ***International Business***. Wiley Publications. New Delhi.

Alan Sitkin and Nick Brown. ***International Business: Challenges and Choice***. Oxford University Press. New Delhi.

Sthapit, A. ***International Business.*** Taleju Prakashan. Kathmandu.

Gautam, M. ***International Business.*** Buddha Publications. Kathmandu.

Joshi, R.M. ***International Business***. Oxford University Press. New Delhi.

MGT 523: Strategic Management

***Credits:** 3*
Lecture Hours: 48

Course Objectives

The main objective of this course is to familiarize the students with the fundamentals of strategic management. To succeed in the future, managers must develop the resources and capabilities needed to gain and sustain advantage in competitive markets both traditional and emerging. The way in which organizations attempt to develop such competitive advantage constitutes the essence of their strategy. This course introduces the concept of strategic management through case analyses, and considers the basic direction and goals of an organization and the environment. The emphasis is on the development and successful implementation of strategy in different types of firms across industries.

Course Description

This course is core in nature which embodies the components such as strategic management, external environment analysis, internal environment analysis, strategic options, strategy evaluation and choice, and strategy implementation and control.

Course Details

Unit 1: Introduction to Strategic Management LH 10

Concept, characteristics and importance of strategic management; Evolution of strategic management; Paradigm shift in strategic management; Concept and characteristics of strategic decisions; Approaches to strategic decision making; Components of strategic management: strategic planning, strategic implementation and strategic control; Strategy and diversification; Strategic plan: mission, objectives, strategies; Red ocean strategy versus blue ocean strategy; Strategic leadership and role of chief executive officers (CEO) as strategic leader; Importance of strategic management in Nepal; Case discussion

Unit 2: Social Responsibility and Ethics in Strategic Management LH 2

Elements of the socially responsible organization; Social responsibilities of strategic decision makers; ethical decision making; reasons for unethical behavior; Corporate Performance, Governance, and Business Ethics; Case discussion

Unit 3: External Environment Analysis LH 7

Nature of environment; Concept and process of environment analysis; Importance of environmental analysis; Techniques of environment analysis: PESTLEG analysis, Scenario planning, Porter's five forces model; Strategic group; Competitor analysis; Strategic fit analysis ;Environment threat and opportunity profile (ETOP). Case discussion

Unit 4: Internal Environment Analysis LH 7

Corporate resource analysis for strengths and weaknesses: marketing, human resource, production/operation, finance/accounting and intellectual resources; Concept and process of corporate appraisal; Types of resource: available resources, threshold resources and unique resources, Core competencies, distinctive competencies, and strategic advantage; Technique of internal analysis: value chain analysis, comparative analysis (historical comparison, industry standards, benchmarking), Financial analysis; Outsourcing; Robustness; Internal factor evaluation matrix. Case discussion.

Unit 5: Strategic Options LH 8

SWOT analysis: Resource-based view (RBV) and generating alternative strategies; Corporate strategies: stability, growth, and retrenchment; Business strategies : Porter's competitive strategy, strategy clock (low price, differentiation, hybrid, focused differentiation, and failure strategy); Sustaining competitive advantage; Directions for strategy development: market penetration, product development, market development, and diversification; Methods of

strategy development: internal development, mergers and acquisitions, joint development, and strategic alliance. Case discussion

Unit 6: Strategy Evaluation and Choice LH 6

Evaluation criteria: suitability, acceptability and feasibility; Portfolio analysis for strategic choice: BCG matrix, GE nine cells matrix, Hofer's product market evolution matrix, Public sector portfolio matrix; Functional strategy and policies; Strategic Choice of functional strategy and policies. Case discussion

Unit 7: Strategy Implementation and Control LH 8

Process of strategy Implementation; Organization structures for strategy implementation: simple, functional, multi- divisional, SBU, holding company, project based, matrix, team-based structure, and structure for multi-national companies; Management system: leadership, motivation, and organizational culture; Managing strategic change: diagnosing the change situation, change management, levels of strategic change; Strategy control: evaluation and control, measuring performance, appropriate measures; Types of control: operational control and strategic control; Characteristics of an effective evaluation and control. Case discussion .

Basic References

Jaunch,L., Gupta, R. and Gueck, W. Business Policy and Strategic Management. New Delhi: Frank Bros. and Company Limited.

Johnson,G. and Scholas, K. Exploring Corporate Strategy. New Delhi: Prentice Hall of India.

Pearce, J.A. and Robinson, R.B. Strategy Formulation and Strategic Management Implementation. New Delhi: AITBS.

Wheelen, T.L. and Hunger, J.D. Strategic Management and Business Policy. New Delhi: Pearson Education.

Rao, P. S. Business Policy and Strategic Management. Mumbai: Himalaya Publishing House.

Hitt M.A., Ireland, R.D., Hoskisson, R.E. Strategic Management, Cengage South-Western

Aswatthapa, K. Business Environment for Strategic Management. New Delhi: Himalayan Publishing House.

Kazmi, A. Business Policy and Strategic Management. New Delhi: Tata McGraw Hill.

Rao, P. S. Business Policy and Strategic Management. Mumbai: Himalaya Publishing House.

MGT 524: Entrepreneurship

Credits: 3
Lecture Hours: 48

Course Objective
The purpose of the course is to prepare students for the possibility of starting their own entrepreneurial ventures. This course also delineates students on various aspects of social enterprises. The course emphasizes on improving the skills of the students to identify venture opportunities and prepare a business plan.

Course Description
The course contains overview of entrepreneurship, creativity, innovation and social entrepreneurship, legal issues and environment for the entrepreneurship development, new venture identification and selection, preparation of business plan with business model canvas, and institutional support to entrepreneurship development.

Course Details

Unit 1: Overview of Entrepreneurship LH 6

Entrepreneurship and entrepreneur: concept, features of entrepreneurship, functions, and type of entrepreneur. Role of entrepreneurship in Nepalese economy with reference to self-employment. Role of technology in entrepreneurship. Case discussion.

Unit 2: Creativity, Innovation and Social entrepreneurship LH 12

Creativity: components of creativity, creativity techniques, factors influencing creativity.
Innovation: incremental versus disruptive innovation, sources of innovation, and the process of social Innovation: prompts, inspirations and diagnoses, proposals and ideas, prototyping and pilots, sustaining, scaling and diffusion and systemic change. Social entrepreneurship: concept, characteristics and approaches, sustainability of social enterprise-funding and management; Impact and performance-of social enterprise. Linking creativity, innovation, and social entrepreneurship. Case discussion

Unit 3: Legal Issues and Environment for the Entrepreneurship Development LH 5

Legal structures: sole proprietorship, partnership, company, trusts; Intellectual property: patents, trademarks, industrial design, copy right, trade secrets; other legal issues: licenses, trade practices, taxation, licensing, product safety and liability, Insurance and contracts. Economic, legal, socio cultural, political environment for developing entrepreneurship. Eco-efficiency; Ecopreneurship; Risk associated with entrepreneurship development. Case discussion

Unit 4: New Venture Identification and Selection LH 10

Business opportunity identification: Sources and methods of generating new ideas. Selection of the best idea. Feasibility studies: Site selection, factors affecting site selection. Business description: background, purpose and objectives. Marketing component: Overall market, specific market competitive factors. Macro environment influence (structural change and cyclical change). Marketing strategy and sales forecasts. Financial component: Start-up costs, financial requirement. Source of funds. Projected profit and loss statement. Projected cash flow statement and analysis of projected balance sheet. Development and production: Production process and technology, resource requirement and quality assurance. Organization and management: Key personnel resources, human resource management strategy. Case discussion.

Unit 5: Business Model Canvas and Preparation of Business Plan LH 10

Business model canvas: concept, business model canvas verses lean canvas, Business Plan: concept and benefits of the business plan, elements of business plan, different types of plan. Preparation of the sample business plan by using business model canvas.

Unit 6: Institutional Support to Entrepreneurship Development LH 5

Role of Government in promoting entrepreneurship incentive, subsides and grants. Export oriented units-Fiscal and Tax concession, role of financial institutes in the entrepreneurship development in Nepal. Introduction to Entrepreneurship Development Projects in Nepal with reference to IED, MEDEP and ELAM. (MEDEP,-ELAM).Case discussion.

Reference Books

Michael SCHAPER,(2011). ***Entrepreneurship and small business***, 3rd Asia Pacific Edition, Wiley India (p) Ltd.

Dollinger, Marc. J (2003) ***Entrepreneurship: Strategies and Resources***. New Delhi: Pearson Education.

Hisrich, Robert D. and Peter, Michael P. and Shepherd, D.A. (2007) ***Entrepreneurship.*** New Delhi: TaTa McGraw Hill.

Khanka, S.S. (1999) ***Entrepreneurship Development***. New Delhi: S. Chand & Co.

Schwartz,Beverly (2012), ***Rippling: How Social Entrepreneurs Spread Innovation Throughout the World***, Jossey Bass.

Prahalad, C.K. (2006) ***The Fortune at the Bottom of the Pyramid,*** Wharton school Publishing.

Murray, R. Caulier-Grice, S and M. Geoff (2010). ***The Open Book of Social Innovation***, The Young Foundations.

FIN 685: Financial Markets and Institutions

Finance Specialization

Credits: 3
Lecture Hours: 48

COURSE OBJECTIVE

The course aims to provide the students overall understanding on the financial markets and institutions in general and on money and capital markets, money and capital market instruments, central bank, monetary policy, commercial banking industry and other financial institutions, and contemporary issues of financial markets and institutions in particular. The course also aims to familiarize students with current issues on financial institutions and financial markets and enables them to critically analyze these issues.

COURSE DESCRIPTION

This course provides an overview of the financial markets and institutions with a special emphasis on financial markets, central bank, monetary policy and interest rates, capital markets, money markets and capital and money market instruments, commercial banking industry, mutual funds and other lending institutions, insurance company, pension funds, investment banks, securities brokers, and dealers.

COURSE DETAILS

Unit 1: Introduction **LH 5**

Functions of financial markets; Structure of financial markets; Internationalization of financial markets; Functions of financial intermediaries; Types of financial intermediaries; and Regulation of financial system.

Unit 2: The Central Banking and the Conduct of Monetary Policy **LH 8**

Role of the central bank in the economic development; Monetary tools: open market operations, the discount rate, and reserve requirements; Goals of monetary policy: the price stability goal and the nominal anchor, and other goals; Tactics: choosing the policy instruments; and Monetary policy and tools in Nepal.

Unit 3: The Money Markets **LH 5**

Purpose of money markets; Participants of money markets; Money markets instruments: Treasury bills, federal funds, repurchase agreement, negotiable certificate of deposit, commercial paper; Comparing money market securities; and international aspects of money markets.

Unit 4: Capital Markets **LH 5**

Purpose of the capital market; Capital market participants; Capital market trading; Bonds – types, treasury notes and bonds, treasury STRIPS, agency bonds; Municipal bonds; Corporate bonds – characteristics, types; Financial guarantees for bonds; Current yield calculation; Investing in bonds; he Stock market: investing in stock, selling of stocks and review of stock valuation model.

Unit 5: Commercial Bank **LH 9**

Balance sheet; General principles of bank management; Off-balance sheet activities; Measuring bank performance; Regulation of commercial banks including NRB directives with reference to Basel II and III; CAMELS as off-site and on-site supervisory tools; and Prompt corrective action.

Unit 6: The Mutual Fund and Other Lending Industries LH 7

Mutual funds: structure of mutual funds; Investment objective classes; Fee structure of investment funds; Hedge funds; Conflict of interest in mutual fund industry; and Mutual fund industry in Nepal; Saving association and credit unions: mutual saving banks, saving and loan associations, and credit unions; Financial statements of saving and loan industry – balance sheet and income statement; and Saving and loan industry in Nepal.

Unit 7: Insurance Companies and Pension Funds LH 5

Insurance companies: fundamentals of insurance, types of insurance – life insurance, health insurance, property and casualty insurance; Regulatory body of insurance industry in Nepal; and Pension funds: types of pensions, private and public pension plans, practices of pension in Nepalese context.

Unit 8: Investment Banks, Security Brokers and Dealers, and Venture Capital Firms LH 4

Functions of investment bank: underwriting stocks and bonds, equity sales, merger and acquisitions; Securities brokers and dealers; Regulation of securities firms; Venture capital firms; and regulation and regulatory body in Nepal.

BASIC READINGS

1. Mishkin, F. S. & Eakins, S. G. (2013). ***Financial markets and Institutions***. New Delhi: Dorling Kindersley.
2. Saunders, A. & Marcia M. C. (2007). ***Financial markets and institutions.*** New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

REFERENCES

1. Madura, J. (2012). ***Financial markets and institutions*****.** New Delhi: Cengage Learning (India) Private Limited.
2. Rose, P. S. & Marquis, M. H. (2006). ***Money and capital markets: Financial institutions and instruments in a global marketplace***. New York: McGraw-Hill Irwin.

FIN 686: International Financial Management

Finance Specialization

Credits: 3
Lecture Hours: 48

COURSE OBJECTIVE

The main purpose of this course is to provide an understanding of the framework for corporate financial decision-making in a multinational context. The course also intends to introduce various risks and management strategies associated with international finance.

COURSE DESCRIPTION

Companies operating globally are different from their domestic counterparts due to their expose to foreign exchange fluctuations, political risks, etc. To address these realities, the course begins with a background of globalization, multinational firms and international monetary system. Then the course moves onto the balance of payment, foreign exchange markets, the determination of exchange rates along with international parity conditions. It further addresses foreign exchange exposures – transaction, operating and translation. Next, the core of financial management – capital budgeting, capital structure including the cost of capital and multinational cash management and international trade financing are covered. Finally, the course covers foreign direct investment and associated risk.

Course Details

Unit 1: Globalization and the Multinational Firm **LH 3**

Concept and goals of international financial management; Globalization of the world economy: major trend and development; International business and rise of multinational corporations; and Difference between international financial management and domestic financial management.

Unit 2: International Monetary System **LH 4**

Evolution of international monetary system: bimetallism, classical gold standard, inter-war period, Bretton Woods system and flexible exchange rate regime; the Current exchange rate arrangements; Exchange rate regime in Nepal; European monetary system and Asian currency crisis.

Unit 3: Balance of Payments **LH 3**

Concept and importance; Balance of payment accounting: the current account, capital account and official reserve account; the Balance-of-payment identity; and Balance of payment of Nepal: present status of different accounts and trends.

Unit 4: Foreign Exchange Market and Foreign Exchange Rate Determination **LH 9**

Foreign exchange market: functions and structure; the Spot market—the spot rate quotations, cross-exchange rate quotations, and the bid-ask spread; the Forward markets—forward quotations, long and short forward rate positions, non-deliverable forward contracts, forward cross-exchange rates, and forward premium; Interest rate parity—conditions, covered interest arbitrage, interest rate parity and exchange rate determination; Purchasing power parity-and exchange rate determination; and Fisher effects and approaches to forecasting exchange rates.

Unit 5: Foreign Exchange Exposure **LH 10**

Types of foreign exchange exposure; Management of transaction exposure: hedging foreign currency receivables—forward market hedging, money market hedge, options market hedge; Hedging foreign currency payables--money market instruments, forward contract, and currency options contracts; Cross-hedging minor currency exposures; Hedging contingent exposures; Hedging recurrent exposure with currency swap contract; Hedging via lead and lag ; Exposure netting; Concept and measurement of economic exposures, determinants of operating exposure; Managing operating exposure; Overview of translation exposure; Methods of translation, and management of translation exposure.

Unit 6: Foreign Direct Investment and Cross-border Acquisitions **LH 3**

Reasons and benefits of FDI; Cross-border mergers and acquisitions; and Political risk and foreign direct investment.

Unit 7: International Capital Structure and Cost of Capital **LH 4**

Cost of capital, cost of capital in segmented versus integrated markets; Cost of capital in different countries; Cross-border listings of stocks; and Financial structures of subsidiaries.

Unit 8: International Capital Budgeting **LH 6**

Review of domestic capital budgeting; the Adjusted present value model; Capital budgeting from the parent firm's perspective; and Risk adjustment in capital budgeting analysis.

Unit 9: Multinational Cash Management and International Trade Finance **LH 6**

Management of international cash balance; Bilateral netting of internal and external cash flows; Reduction in precautionary cash balance; a Typical foreign trade transaction; Forfeiting; Government assisting in exporting; Counter trade and trade financing practice in Nepal.

BASIC READINGS

1. Eun, C. S. & Bruce G. R. (2015**)** ***International financial management***. New York: McGraw-Hill Education.
2. Eiteman, D. K. Arthur I. S. Michael H. M, & Pandey, A. ***Multinational business finance*****.** Delhi: Pearson Education**.**

REFERENCES

1. Madura, J. (2015). ***International financial management***. Singapore: Thomson South-Western
2. Shapiro, A. C. (2015). ***Multinational financial management***. New Delhi: Wiley India.

FIN 687: Financial Derivatives and Markets

Finance Specialization

Credits: 3
Lecture Hours: 48

COURSE OBJECTIVES

The purpose of this course is to enable students to understand characteristics of various derivatives and analyze them to determine the prices. From this course, students are also expected to learn how derivative securities can be used in managing risks and maximizing value of a firm.

COURSE DESCRIPTION

This course is designed to aid students in developing an understanding of the major functions, principles and techniques of derivative markets and their respective instruments. Students will also understand the structure, pricing and valuation of option, forward, futures and swap. Various trading strategies using option and other derivatives are also covered. The course also deals with the analyses of different risks and the application of derivative instruments to hedge and mitigate these risks.

COURSE DETAILS

Unit 1: Introduction **LH 4**

Concept and features of derivative instruments and markets; Types of derivative instruments; Historical overview of derivative market; Types of traders; Criticism of derivative; and Careers in derivative market.

Unit 2: Forward and Futures Market **LH 6**

Forward and futures contracts; Structure of forward and futures market; Futures contract specification; Trade mechanism; Margin operation; Clearing and settlement; and Transaction cost and taxes; Types of trades and types of orders; Regulations; Pricing and valuation of forward and futures on investment assets; and currencies and commodities.

Unit 3: Hedging Strategies Using Futures **LH 3**

Application of futures in managing risk: basic principles of hedging; Arguments for and against hedging; Basis risk and cross hedging; and Stock index futures.

Unit 4: Structure of Option Market **LH 6**

Option contract: concept, type and terminologies of option; Origin and development of option market; Position graphs of stock and option; Over-The-Counter (OTC) trading of option; Exchange trading of options: contract specification, trade mechanism, margin operation and settlement; Market participants; and Transaction cost and taxes.

Unit 5: Option Pricing and Properties **LH 10**

Basic concept of option pricing; Properties of option prices: upper and lower bounds; The effect of difference in time and exercise price; Put-call parity; Binomial option pricing model: assumptions, price of call and put using one-period model; Speculating and hedging portfolio using one-period model; Pricing European call and put option using two-period binomial model; BSM option pricing model: assumptions; pricing of European call and put; Adjustment of dividend; and Variables affecting option price and Monte Carlo simulation.

Unit 6: Option Strategies **LH 5**

Covered call and protective put; Option combination: straddle and strangle; Playing the spread: bull, bear and butterfly spreads; Synthetic call and put; Application of options in hedging portfolio risk and currency risk.

Unit 7: Swap Market **LH 8**

Swap contract and its terminologies; Mechanics of interest rate swap; Day count issues; the Comparative-advantage arguments; the nature of swap rates; determining LIBOR: Swap zero rates, valuation of interest rate swaps, currency swaps, valuation of currency swaps, hedging interest rate risk and currency risk using swap; Credit risks and Forward rate agreement (FRA).

Unit 8: Energy and Commodities Derivatives **LH 3**

Agricultural commodities; Metals; Energy products; Modeling commodity prices; Weather derivatives; Insurance derivatives; Pricing weather and insurance derivatives.

Unit 9: Derivative Market in Nepal **LH 3**

Origin and development of derivative market; Major commodities traded; Trade mechanism of futures exchanges in Nepal; Major participants in commodity market; Regulation of commodity market in Nepal: Major provisions under Commodity Act 2074 and Commodity regulation 2074**;** and Perspective of derivative market in Nepal.

BASIC READINGS

1. Hull, J. C. & Basu, S., (2018). ***Options, futures, and other derivatives***. New Delhi Pearson India.
2. Johnson, R. S., (2017). ***Derivative market and analysis***. New Jersey: John Wiley & Sons

REFERENCES

1. Chance, D. M. & Brooks, R. (2016). ***An introduction to derivatives and risk management*.** New Delhi: Cengage Learning India.
2. Kolb, R. W. & Verdahl, J. A. (2010). ***Financial derivatives: Pricing and risk management***. New Jersey: John Wiley & Sons.

FIN 688: Corporate Finance

Finance Specialization

Credits: 3
Lecture Hours: 48

Course Objectives

The purpose of this course is to impart knowledge and analytical skills of corporate finance on raising funds most effectively by a corporate firm. At the completion of this course the students will have a clear understanding of the financial environment in which they undertake financial decisions, analyse the impact of leverage/capital structure on value of the firm and cost of capital, raise capital from the capital market by issuing securities, analyse the alternatives of corporate and distress restructuring.

Course Description

This course provides the broad overview of sources of financing and discusses the theories of capital structure. Then it covers different aspects of short-term and long-term financing including the leasing and hybrid financing through equity-linked securities. Finally, it covers issues related to corporate and distress restructuring.

Course Details

Unit 1: Corporate Finance and Financial Environment **LH 3**

Corporate financing decisions and efficient capital markets; Financial markets and corporation; Application of agency theory to financing decision; Ethics in financial decisions; Innovations in corporate finance.

Unit 2: Theory of Capital Structure **LH 7**

Introduction to capital structure theory – Assumptions and definitions; Net operating income approach; Traditional approach; Modigliani-Miller position, taxes and capital structure, effect of bankruptcy costs, other imperfections, incentive issues and agency costs; Financial signalling.

Unit 3: Short-term Financing **LH 7**

Liability structure of a company; Trade credit financing; Accrual accounts as spontaneous financing; Unsecured short-term loans; Secured sources of short-term financing: inventory financing and receivable financing.

Unit 4: Lease Financing **LH 7**

Features and types of leases; Accounting and tax treatments of leases; Return to the lessor; Analysis of lease versus buy/ borrow decision; Source of value in leasing.

Unit 5: Issuing Securities **LH 7**

Public offering of securities: IPO and FPO; Selling common stock through a rights issue, value of each right, effect of rights offering on shareholders' wealth; Financing a fledgling – founders and angels, venture capital; Information effects.

Unit 6: Fixed-income Financing **LH 5**

Features of debt, types of debt financing; Preferred stock financing; Call features and refunding, private placement.

Unit 7: Hybrid Financing through Equity-Linked Securities **LH 8**

Use of warrants, valuation of warrants; Convertible securities, valuation of convertible securities, effect of bonds/debentures with warrant and convertible financing on balance sheet and income statement; Exchangeable debt.

Unit 8: Corporate and Distress Restructuring **LH 4**

Divestitures in general; Voluntary liquidation and sell-offs; Spin-offs; Equity crave-outs; Going private and leveraged buyouts; Leveraged recapitalizations; Distress restructuring; Gaming with the rule of absolute priority.

BASIC READINGS

1. Van Horne, J. C. & Dhamija S. (2012*).* ***Financial management and policy***. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
2. Brigham, E. F. & Ehrhardt, M. C. (2014). ***Financial management: Theory and practice*****.** New Delhi: Cengage Learning India.

REFERENCES

1. Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). ***Corporate finance***. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.
2. Brealey, R., Myers, S. C., Allen, F. & Mohanty, P. (2014). ***Principles of corporate finance*****.** New Delhi: McGraw-Hill Book Company.

FIN 689: Investment Management

Finance Specialization

Credits: 3
Lecture Hours: 48

COURSE OBJECTIVES

The aim of this course is to provide the students with knowledge of principles and theories of investment management. It also aims to develop analytical skills to link theory to practice for appraisal of securities and management of investible funds from the perspective of investors, particularly in the context of Nepal.

COURSE DESCRIPTION

This course provides an overview of the investment environment by describing different types of financial instruments and how they are traded in the financial markets. Then it delves into theoretical perspective on how equilibrium price is set in the capital market, and on how optimal portfolio is chosen in the framework of risk and return. Further, this course also deals with the analysis of fixed income and equity securities. Finally, it covers broad aspects of macroeconomic and industry analysis.

COURSE DETAILS

Unit 1: The Investment Environment **LH 5**

Real assets versus financial assets; Financial markets and the economy; Investment process; Risk-return trade-off and efficient markets; Players in financial markets; Investment environment in Nepal.

Unit 2: Financial Instruments and Trading of Securities **LH 8**

Money market and its instruments; Bond market and its instruments; Equity securities; Stock and bond market indexes; Issue of securities; Trading of securities: types of markets, types of orders; Trading mechanism; Globalization of securities markets; Regulations of securities markets in Nepal; Recent developments in securities market in Nepal.

Unit 3: Mutual Funds and Other Investment Companies **LH 4**

Investment companies; Types of investment companies; Mutual funds; Cost of investing in mutual funds; Exchange traded funds; Mutual funds investment performance; Information on mutual funds; Mutual funds in Nepal.

Unit 4: Capital Allocation to Risky Assets and Optimal Risky Portfolios **LH 10**

Risk and risk aversion; Capital allocation across risky and risk-free portfolios; the Risk-free asset; Portfolio of one risky asset and a risk-free asset; Passive strategies: the capital market line; Diversification and portfolio risk; Portfolio of two risky assets; Asset allocation with stocks, bonds and bills; the Markowitz portfolio optimization model; Risk pooling; Risk sharing and the risk of long-term investment.

Unit 5: Asset Pricing Models **LH 8**

The capital assets pricing model; Assumptions and extensions of the CAPM; The CAPM and the academic world; The CAPM and the investment industry; Multifactor model: An overview; Arbitrage pricing theory; The APT and The CAPM; A Multifactor APT; The Fama-French three- factor model; Efficient market hypothesis and behavioral finance.

Unit 6: Security Analysis and Firm Performance **LH 8**

Bond pricing; Bond yields; Bond prices over time; Default risk and bond pricing; Interest rate risk; Duration and convexity; Passive bond management; Active bond management; Intrinsic value versus market price of common stock; Dividend discount models; Price-earnings ratio; Free cash flow valuation approach; Measuring firm performance; Profitability measures; Ratio analysis; Comparability problems.

Unit 7: Macroeconomic and Industry Analysis **LH 5**

The global economy; The domestic macro-economy; Demand and supply shocks; Government policy; Business cycle; Industry analysis.

BASIC READINGS

1. Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. (2015), ***Investments.*** New Delhi: McGraw Hill Education (India).
2. Reilly, Frank K. & Keith, C.B. (2012), ***Analysis of investments and management*** *of* ***portfolios***. Delhi: Cengage Learning.

REFERENCES

1. Sharpe, W.F., Gordon J.A., & Jeffery V.B. (2014), ***Investments*****.** New Delhi: Prentice Hall of India Ltd.
2. Securities Acts and Byelaws of the Government of Nepal
3. Annual Reports and publications of Nepal Securities Board
4. Annual Reports and publications of Nepal Stock Exchange

FIN 690: Insurance: Theory and Practice

Finance Specialization

Credits: 3
Lecture Hours: 48

COURSE OBJECTIVES

This course has been designed with the objective of enabling students to understand the theory and practice of insurance and apply them to manage risk in life and businesses. Upon completion of this course the students will have through knowledge of fundamentals of risk and insurance, principles of insurance and insurance contract. They will also learn important aspects of life and non-life insurance and how they are managed and regulated.

COURSE DESCRIPTION

Risk accompanies life and business. Insurance evolved to ward off the risk. Over the period, insurance has grown as a mature business practice and developed into a separate subject of study. This course embodies this knowledge and begins with an introduction to risk and insurance and describes the fundamental principles of insurance. Then it describes the regulatory environment in which the insurance business operates. The course also deals with life and non-life insurance business. The topics covered are: risk and insurance, principles of insurance, insurance regulation, insurance contract, functions of an insurance company, automobile insurance, property and liability insurance, and life and health insurance.

COURSE DETAILS

Unit 1: Overview of Risk and Insurance **LH 6**

Risk and its classification; Techniques for risk management; Characteristics of insurance; Principles of insurance; Types of insurance: life insurance, health insurance, property and liability insurance, social insurance; Benefits and costs of insurance to society; Overview of insurance industry in Nepal.

Unit 2: Insurance Regulation **LH 6**

Reasons for insurance regulation; Methods for regulating insurers; Areas of regulation; State versus federal regulation; Regulation of insurance industry in Nepal; Major regulations; and the role of regulatory authority in Nepal.

Unit 4: Insurance Contract **LH 5**

Requirements of insurance contract; Distinct legal characteristics of insurance contract; Basic parts of insurance contract; Endorsement and riders; Deductibles; Coinsurance; Other insurance provisions.

Unit 5: Insurance Company Operation **LH 7**

Insurance company functions: Product development and pricing; Underwriting; Claims settlement; Reinsurance; Investments.

Unit 6: Life and Health Insurance **LH 12**

Impact of premature death; Features of life insurance; Amount of life insurance to own; Types of life insurance; Life insurance contractual provisions; Life insurance in Nepal: current status of life insurance companies, their policies and underwriting practices; Objective of health insurance; Individual medical expense insurance; Long-term care insurance; Disability-income

insurance; Individual health expense contractual provisions; Group health insurance; Health insurance in Nepal.

Unit 7: Property and Liability Insurance **LH 8**

Introduction to property insurance; Types of property insurance; Liability risk; Types of liability insurance; Property insurance in Nepal; Liability insurance in Nepal.

Unit 8: Auto Insurance **LH 4**

Introduction to auto insurance; Types of auto insurance policies; Shopping for auto insurance policies; Auto insurance in Nepal: Status and trend.

BASIC READINGS

1. Regda, G. E. & McNamara, M. (2017). ***Principles of risk management and insurance***. Delhi: Pearson.
2. Harrington, S. E. and Niehaus, G. R. (2004). ***Risk management and insurance***. Delhi: Tata McGraw-Hill.

REFERENCES

1. Vaughan, E. J. & Vaughan, T. M. (2018). ***Fundamentals of risk management***. Delhi: John Willey and Sons.
2. Insurance Act and Byelaws of the Government of Nepal.
3. Publications of Insurance Board of Nepal (Beema Samiti).

FIN 691: Commercial Bank Management: Theory and Practice

Finance Specialization

Credits: 3
Lecture Hours: 48

Course Objective

The course aims to impart students the knowledge and skills required to manage commercial bank efficiently at operating level. Upon completion of this course, the students will have necessary theoretical foundation and be able to analyze financial performance, manage noninterest income, manage interest rate risk, investment, liquidity and reserve, bank capital, and loan of commercial bank. The course also aims to familiarize students with different aspects of operating level management of commercial banks in Nepal.

Course Description

This course provides an overview of the financial statements and bank performance evaluation tools, risk management for ever changing interest rates, bank funding and liquidity management, the management of bank capital, lending operation and management and investment management.

Course Details

Unit 1: Analyzing Bank Performance **LH 7**

Overview of commercial bank financial statements: balance sheet, income statement, off-balance sheet items; the Return on the equity model; Interpretation of financial ratios and the use of average balance sheet data; Managing risk and return; and CAMELS composite rating system.

Unit 2: Managing Noninterest Income and Noninterest Expenses **LH 4**

Structure of noninterest income and noninterest expenses; Key ratios: net interest margin, efficiency ratio, operating risk ratio, productivity ratio; Line-of-business and customer profitability analysis; Strategy for increasing noninterest income; Strategy for managing noninterest expenses; and Cost management strategy.

Unit 3: Managing Interest Rate Risks: GAP and Earnings Sensitivity **LH 7**

Measuring interest rate risk with GAP: traditional static GAP analysis, determinants of rate sensitivity, factors affecting net interest income, rate volume and mix analysis, rate sensitivity report-- periodic GAP versus Cumulative GAP and GAP ratio, and earnings sensitivity analysis, income statement GAP; and Managing the GAP and earnings sensitivity risk.

Unit 4: Managing Interest Rate Risk: Economic Value of Equity **LH 5**

Concept and calculation of economic value of equity (EVE); Measuring interest rate risk with duration GAP: duration, modified duration and effective duration, duration gap model, a duration application for banks; Economic value of equity sensitivity analysis; and Earnings sensitivity analysis versus EVE sensitivity analysis.

Unit 5: Bank Funding and Liquidity Management **LH 7**

Bank funding: funding structure and funding sources and banking risks; Meeting liquidity needs; Reserve accounting and calculation of reserve requirement; Short-term liquidity planning; Traditional aggregate measures of liquidity risk; and Long-term liquidity planning.

Unit 6: Effective Use of Capital of Commercial Bank **LH 5**

Objective of maintaining bank capital; Risked-based capital standards (Basel II and III), Functions of bank capital; Measurement and adequacy of bank capital; the Effects of bank capital requirements on bank operating policies; and NRB directives regarding the capital of commercial banks.

Unit 7: Lending Operation and Management **LH 8**

The credit process; Characteristics of different types of loan: real estate loans, commercial loans, agriculture loans, consumer loans, venture capital; Evaluating commercial loan requests and managing credit risk: fundamentals of credit issues, evaluating credit requests; and Consumer loans: types of consumer loans (installment and Non-installment loans), subprime loans and credit analysis of consumer loans.

Unit 8: Managing Investment Portfolio **LH 5**

Objectives of investment portfolio, composition of investment portfolio, characteristics of taxable securities, characteristics of municipal securities, policy guidelines of investment in Nepalese context.

BASIC READINGS

1. Koch, T. W. and Macdonald, S. S. (2015). ***Bank management***. New York: South-Western Cengage Learning.
2. Rose, P. S. and Hudgins, S. C. (2013) ***Bank management and financial services***. New York: McGraw-Hill Irwin.

REFERENCES

1. Gup, B. E. & Kolari, J. W. ***Commercial banking*: *The management of risk*.** Singapore: John Wiley & Sons (Asia) Pte. Ltd.
2. Saunders, A. & Cornett, M. M. (2013). ***Financial institutions management*: *A risk management approach***. New Delhi: McGraw-Hill Education (India) Private Limited.

MKT 685: Consumer Behavior

Credits: 3
Lecture Hours: 48

Course Objective

This course provides the theoretical basis for analyzing consumers' purchase behaviors and their applications in various areas of marketing.

Course Description

Consumer behavior analysis is the basic science of marketing and provides a deep understanding of the buying process and buying reasons of the end users of products and services. It includes topics on the use of the consumer behavior analysis in business and non-business decisions, buying process of consumers, individual and socio-cultural determinants of consumer behavior.

Course Details

Unit 1: Introduction **LH 6**

Concept and nature of consumer behavior. Why study consumer behavior: significance in daily lives and application to decision making. Application of consumer behavior knowledge in business decisions, marketing management, social marketing, and public policy decisions. Simple input-output based model of consumer behavior.

Unit 2: Consumer Buying Decision Process **LH 12**

Consumer buying decision processes in high-involvement and low involvement purchase. Problem/Need recognition**:** Consumer problem recognition process, types of consumer problems, and results of problem recognition. Marketing implications of problem recognition. Information search: Information search process, information evaluation process. Marketing implications of the information search process. Evaluation: Evaluative criteria, influencing consumer's evaluation. Marketing implications of evaluation. Purchase: Brand choice factors and determinants of brand loyalty. Impulse buying behavior. Store choice factors and determinants of store loyalty. In-store purchasing behavior. The effect of the store image in buying. Situational and social influence in buying. Non-store purchasing behavior. Marketing interventions in purchase decisions. Post purchase behavior: Consumer satisfaction and dissatisfaction. Consumer complaint behavior. Cognitive dissonance and solutions. Product disposition alternatives and determinants. Marketing implications of the post purchase outcomes.

Unit 3: Individual Determinants of Consumer Behavior **LH 18**

Consumer Motivations: Nature and role of consumer motives, Classification of motives – Maslow's hierarchy and McGuire's classifications. Motive arousal process. Marketing implications of consumer motivations.

Personality, Self-concept, and Lifestyle: Personality Theories – Psychoanalytical theory, Social
theories and trait theory. Applications of personality in marketing. Self-concept. Product image congruence. Life style – measurement and applications.

Consumer Information Processing and Perception: Information processing framework. Information Acquisition, Perceptual Encoding, and Interpretation.

Consumer Learning and Memory: Learning Characteristics and Elements. Types of Consumer
Learning - Classical conditioning, Instrumental conditioning, and Vicarious Learning. Marketing
applications of consumer learning. Consumer memory systems – storage, retrieval and forgetting. Advertising applications of consumer memory.

Consumer Attitude: Attitude characteristics and functions, Attitude formation process. Attitude
theories and models – Congruity theory, balance theory, Fishbein's structural models. Attitude Change –low and high-involvement strategies. Persuasive communications and attitude change.

Unit 4: Socio-environmental Determinants of Consumer Behavior LH 12

Social groups: Types of social groups. Group properties. Reference groups. Influence of reference group on consumer behavior. Influence of opinion leaders and word-of-mouth communications.

Family influences: Family purchase roles. Family life cycle – traditional and modern. Influence of family in household and individual purchases.

Social class: Social class stratification and characteristics. Social class's influence in consumer behavior. Social classes in Nepal and their consumption behavior.

Culture and Sub-culture: Characteristics of culture. Nepalese core cultural values and adopted cultural values and their implications in consumer behavior. Cultural values and its influence on consumer behavior. Sub-culture in Nepal.

Situational influence: The nature of situational influence; communications situation, purchase situation, usage situation, disposition situation. Situational influences and marketing strategies.

References Books

David L. L. & Albert J. D. Bitta***, Consumer Behavior.*** New Delhi: Tata McGraw Hill.

Del I. H., Roger J. B. & Coney, K.A., ***Consumer Behavior: Implications for Marketing Strategy***. New Delhi: Tata McGraw Hill.

Leon G. S., ***Consumer Behavior***. New Delhi: Prentice Hall Of India.

Krishna, R., ***Consumer Behavior.*** New Delhi: Oxford University Press.

MKT 686: International Marketing

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide an understanding of the process and dynamism of marketing practiced across the international markets.

C**ourse Description**

This is a comprehensive course that deals on the process and challenges of international marketing. The course includes topics such as scope and challenges of international marketing, dynamism in international trade, the cultural, political, and legal international environment, global marketing strategies, regional and multinational trade arrangements, and structure and dynamism in Nepal's international trade.

Course Details

Unit 1. Introduction LH 6

Concept and growth of international marketing. International marketing tasks. Stages of international marketing involvement. Strategic orientations in international marketing. The dynamism in international trade – trade barriers, balance of payments, protectionism, tariffs, quotas, and embargoes. Movements against trade restrictions – GATT and WTO. Regional trading blocks.

Unit 2. International Marketing Environment LH 12

Cultural environment: Concept and origins of culture. Elements of culture. Cultural barriers in international trade. Importance of international cultural knowledge and cultural change in marketing. Bribery and corruption in international marketing.

Political environment: Sovereignty of nations. Political risks of international business. Political vulnerability assessment and risk minimization strategies.

Legal environment: Bases of legal systems. Jurisdictions in international legal disputes and dispute resolution methods. Antitrust laws.

Unit 3: International Marketing Research LH8

Scope of international marketing research. Process of research – problem identification and research objectives, availability of secondary data, gathering primary data through quantitative and qualitative research, multi-cultural research, research on the Internet.

Unit 4: International Marketing Management LH 12

Product development for international markets – quality, green marketing, and adaptation issues. Marketing opportunities in services. Challenges of managing brands globally. International marketing channels – distribution patterns in international markets. Marketing intermediaries and choice factors. Locating, selecting, and motivating middlemen. Communications – Integrated marketing communications in international marketing. International advertising goals and strategy. International pricing – approaches to international pricing, price escalation and its effects, leasing and dumping in international markets, countertrade. Transfer pricing strategy.

Unit 5: Nepal's International Trade LH 10

Structural dynamism in Nepal's foreign trade. Import and export sources. Import and export procedures and documentations. Institutional mechanism for international trade – Public, private, and non-governmental agencies for trade and export promotions. Key problems in Nepal's international trade. Emergence of WTO and its impact in Nepal's trade regimes. SAPTA and SAFTA.

References

Cateora, Philip, John Graham, and Prasant Salwan, ***International Marketing***, Tata McGraw Hill.
Terpstra, Vern and Ravi Sarathy, ***International Marketing,*** Dryden Press.
Jain, Subhash, ***International Marketing Management***, CBS Publications.

MKT 687: Brand Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to enhance knowledge and skills to students in brand management with a special focus on brand building in the market-driven competitive business environment.

Course Description

This course is designed to develop students to become effective brand managers. The course includes the concept, importance, challenges and opportunities of branding, customer based brand equity, positioning and values, planning and implementation of brand marketing programs, measuring and interpreting brand performance and growing and sustaining brand equity.

Course Details

Unit 1: Introduction LH 6

Concept of brand, branding and brand management. Importance of branding to consumers and firms. Branding of various entities. Branding challenges and opportunities. The brand equity concept. Strategic brand management process.

Unit 2: Customer based Brand Equity, Brand Positioning and Values LH 10

Customer based brand equity. Sources of brand equity. Building a strong brand: The four steps of brand building. Brand building implications. Identifying and establishing brand positioning. Positioning guidelines. Defining and establishing brand values. Internal branding

Unit 3: Planning and Implementing Brand Marketing Programs LH 12

Criteria for choosing brand elements. Options and tactics for brand elements. Designing marketing programs to build brand equity: product strategy, pricing strategy, channel strategy, marketing communication options and developing integrated marketing communication programs. Leveraging secondary brand knowledge to build brand equity

Unit 4: Measuring and Interpreting Brand Performance LH 10

The brand value chain. Designing brand tracking studies and establishing a brand equity management system. Quantitative and qualitative research techniques for measuring sources of brand equity. Comparative methods and holistic methods for measuring outcomes of brand equity.

Unit 5: Growing and Sustaining Brand Equity LH 10

Designing and implementing branding strategies: The brand product-matrix, brand hierarchy, Designing a branding strategy. Brand extension. Managing brand over time: Reinforcing brands, revitalizing brands, adjustments to the brand portfolio.

Basic Book:

Keller, K. L. (2007). ***Strategic Brand Management: Building, Measuring and Managing Brand Equity***. New Delhi: Prentice Hall.

Reference Books:

David, A. (2009). ***Managing Brand Equity: Capitalizing on the value of a brand name .*** Free Press.

Jean, N. K. (2004). ***Strategic Brand Management.*** New Delhi: Kogan Page India Private Limited.

MKT 688: Sales Management

Credits: 3
Lecture Hours: 48

Course Objective
This course aims to provide students with the knowledge and skill in developing as well as implementing sales management strategies and managerial techniques in the real business environment. Students are thus equipped to become more effective sales professional.

Course Description
This course contains Introduction of Sales Management, Essentials for Effective Sales Executives, The Sales Organization, Sales Force Management, Management of Sales Quotas and Sales Territories, Channel Decision in Sales Management, International Sales Management, Sales Evaluation and Control**.**

Course Details

Unit 1: Introduction **LH 5**

Concept and Evolution of the Sales Department; Objectives of Sales Management; Nature and role of sales people and sales manager in Sales Management; Theories of Sales Management – The AIDAS approach, The right set of circumstances approach, The buying formula approach, and The behavioral equation approach;

Unit 2: Essentials for Effective Sales Executives **LH 3**

Nature of Sales Management Position; Functions of the Sales Executive; Qualities of Sales Executives; Relations of Sales Executives with managers of other marketing activities;

Unit 3: The Sales Organization **LH 5**

Concept; Purposes of Sales Organization; Process of setting up a Sales Organization – Defining objectives, Determination of activities and their volume of performance, Grouping activities into positions, Assignment of personnel to positions, Provision for coordination and control; Basic types of Sales Organizational Structures- Line sales organization, Line and Staff sales organization, Functional sales organization, Committee sales organization;

Unit 4: Sales Force Management **LH 12**

Concept of Sales Force Management; Tasks of Sales Force management; Recruitment and selection of sales Force – Sources of Sales Force Recruits, Process of Selection; Training the sales force – Selecting Training Methods, Evaluating Sales Training Programs; Motivating the sales force – Motivational help from management, Theories of Motivation, Motivation and Sales Leadership, Motivation and Communication to Sales Force*;* Compensating the sales force –Types of compensation plans; Sales Meetings and Sales Contests; Controlling the Sales Force Performance: Supervising the sales force and evaluating;

Unit 5: Management of Sales Quotas and Sales Territories **LH 8**

Concept and Objectives of Sales Quotas, Types of Sales Quotas, Administering the Quota System, Reasons for not using Sales Quotas; Concept of Sales Territory, Types of Sales

Territory; Reasons for establishing Sales Territories; Reasons for not having Territories; Procedure for setting up Sales Territories;

Unit 6: Channel Decision in Sales Management LH 3

Role of Channel Decision in Sales Management; Distribution channels for Consumer and Industrial products; Nature of Channel Conflicts; Methods of resolving Channel Conflicts;

Unit 7: International Sales Management LH 6

Features and opportunities of International Sales; Methods of selling in Foreign Markets; Sources of identifying Overseas Distributors; Referral marketing techniques in international sales; Challenges of international sales.

Unit 8: Sales Evaluation and Control LH 6

Need of Sales Evaluation and Control; Process of Sales Control; Tools of Sales Control and Analysis– Sales audit, Market audit, Sales force expense analysis; Methods of measuring Sales Organization Effectiveness – sales analysis, marketing cost analysis, classification of marketing expenses, credit control, market share analysis, budgetary control, ratio analysis, management by objectives (MBO);

Reference Books

Futrell, Charles M., ***Sales Management: Teamwork, Leadership and Technology***, Thomson South-Western, United States, 2003.

Havaldar and Cavale, ***Sales and Distribution Management: Text and Cases***, Tata McGraw Hill Education Private Limited, New Delhi, 2011.

Panda and Sahadev, ***Sales and Distribution Management***, Oxford University Press, New Delhi, 2012.

Still, Cundiff and Govoni, ***Sales Management: Decisions, Strategies and Cases***, Prentice-Hall of India, Private Limited, New Delhi, 2008.

Shrestha, Shyam K., ***Fundamentals of Selling: a professional approach***, Asmita Books & Distributors(P) Ltd., 2010.

MKT 689: Retail Management

Credits: 3
Lecture Hours: 48

Course Objective
This course aims to provide knowledge and skills to students in the area of retail management required specially for the big retail institutions.

Course Description
This course is designed to develop students to become effective retail managers. The course includes the concept, characteristics and importance of retailing, strategic planning in retailing, retail institutions by ownership, retail institutions by store-based strategy mix, choosing a store location, managing a retail business, merchandise management, pricing and promotional strategies in retailing

Course Details

Unit 1: Introduction **LH 4**

Concept of retailing, characteristics of retailing. Retail strategy. Importance of retailing. Retailer relationship: customer relationships and channel relationships. The differences in relationship building between goods and service retailers. Ethical performance and relationships in retailing: ethics, social responsibility and consumerism

Unit 2: Strategic Planning in Retailing **LH 4**

Situation analysis, Objectives, Identification of consumer characteristics and needs, Overall strategies, Specific activities, Control and feedback. Opportunities and threats in global retailing

Unit 3: Retail Institutions by Ownership **LH 4**

Retail institutions characterized by ownership: Independent, chain, franchising, leased department, vertical marketing system, consumer cooperatives

Unit 4: Retail Institutions by Store-based Strategy Mix **LH 10**

Consideration in planning a retail strategy mix: The wheel of retailing, Scrambled merchandising, the retail life cycle, mergers, diversification and downsizing. Food oriented retailers: Convenience store, conventional supermarket, food-based superstore, combination store, box(limited-line) store, warehouse store. General merchandise retailers: Specialty store, traditional department store, full-line discount store, variety store, off-price store, factory outlet, membership club, flea market

Unit 4: Choosing a Store Location **LH 5**

Importance of location to a retailer. Trading area analysis. Characteristics of trading area. Types of location. The choice of a general location. Location and site evaluation

Unit 5: Managing a Retail Business **LH 10**

Setting up a retail business. Organizational patterns in retailing. Human resource management in retailing. Operating a retail business: Operations blue prints, store format, size and space allocation, store maintenance, store security, credit management

Unit 6: Merchandise management **LH 6**

Merchandising philosophy. Buying organization formats and processes. Devising merchandising plans. Category management. Implementing merchandising plans. Logistics. Inventory managements

Unit 7: Pricing and Promotional Strategies in Retailing **LH 5**

External factors affecting retail price. Developing a retail pricing strategies. Elements of retail promotion mix. Planning a retail promotional strategies

Basic Book:

Berman, B., & Evans, J. R. (2010). ***Retail Management: A Strategic Approach.*** New Delhi: Pearson Education, Prentice Hall of India Limited.

Reference Books:

Bajaj, C., Tuli, R., & Srivastava, N. V. (2012). ***Retail Management.*** New Delhi: Oxford University Press.

Gilbert, D. (2012). ***Retail Marketing management.*** New Delhi: Pearson Education, Prentice Hall of India Limited.

Levy, M., Weitz, B. A., & Pandit, A. (2011). ***Retailing Management.*** New Delhi: Tata McGraw Hill Education Private Limited.

MKT 690: Services Marketing

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to develop students' understanding of the strategic issues related to marketing of services.

Course Description

The unique nature of services requires a different marketing approach and strategy than that traditionally used for marketing goods. Through this course students are expected to learn the nature of services and service marketing; measurement of the service customer's expectation and perception; service quality; and management of the service product mix. By the end of this course, students should be able to understand the importance of services and service marketing; demonstrate a detailed understanding of the service quality management issues; and develop their analytical perspectives on management of the service marketing mix management.

Course Details

Unit 1: Introduction to Service and Service Marketing LH 12

Meaning of service. Perspectives on services. Nature of service products and its management challenges. Services marketing: concept and nature. Reasons for the development of service marketing. Importance of service marketing to a firm. The service marketing mix (7Ps). The services marketing triangle: external, internal and interactive marketing in services.

Unit 2: Customers' Expectations and Perceptions of Services LH 6

Customer's expectations: concept, levels of customers' expectations and zone of tolerance. Customers' perceptions: concept, areas of perception, customer satisfaction determinants.

Unit 3: Service Quality and Encounter Management LH 12

Service Quality: Approaches to service quality – traditional and contemporary approaches. Dimensions of service quality. The service quality gaps model: reasons for the gaps and possible strategies to reduce the gaps. Measurement of service quality: The SERVQUAL instrument. Service Encounter: Concepts and types of encounter. Service encounter and customer participation. Areas of service failures. Service failures and customers' complaints. Service recovery: concept and strategies. Service guarantees: importance and types.

Unit 4: Service Marketing Mix Management LH 18

Service product management: new service development – new service development process. Branding and positioning of a service product. Service distribution: distribution options and strategic decisions. Service pricing: The uniqueness of service pricing. Approaches to service pricing. Service promotions: IMC for services. Promotion strategies in services. People: managing internal people (employee) – service vision, mission and culture. The service profit chain. Managing external people (customers) – customer care and customer participation in services. Process: Types of service processing. The service process matrix. Physical evidences and services capes: concepts and role of physical evidences. Types of service capes. Services capes' impact on customers and employee.

References:

Zeithamel, Valerie, Mary Jo Bitner, Dwayne Grembler and Ajay Pandit, Services Marketing, MeGraw Hill India.

Bhattacharjee C, Services Marketing, Excel Books India.

Apte, Govind, Services Marketing, Oxford University Press.

MKT 691: Advertising and Promotion Management

Credits :3
Lecture Hours :48

Course Objective

This course aims to provide knowledge and skills to students in the area of promotion management from integrated marketing communication perspective.

Course Description

This course is designed to develop students to become effective promotion managers. The course includes the integrated marketing communication and its elements

Course Details

Unit 1: Introduction **LH 4**

Integrated marketing communication, The promotional mix: advertising, personal selling, sales promotion, publicity/ public relation, direct marketing, interactive /internet marketing. The IMC planning process: review of the marketing plan, promotional program situation analysis, analysis of communication process, budget determination, developing integrated marketing communication program, monitoring, evaluation and control.

Unit 2: Advertising **LH 18**

Advertising classification. selecting an advertising agency. types of advertising agency. Advertising theory: hierarchy of effects, means-end theory, leverage points, verbal and visual images. Types of advertising appeals. Message strategies: cognitive strategies, affective strategies, conative strategies. Execution frame works. Principles of advertising effectiveness: visual consistency, campaign duration, repeated taglines, consistent positioning, simplicity, identifiable selling point, create an effective flow

Unit 3: Sales Promotion **LH 4**

Scope and role of sales promotion. The growth of sales promotion: reasons for the increase in sales promotion. Consumer oriented sales promotion: objectives and types. Trade-oriented sales promotion: objectives and types.

Unit 4: Public Relations, publicity and corporate advertising. **LH 6**

Public relation and publicity. The new role of public relations. Marketing public relation functions. Process of public relations. Advantages and disadvantages of public relation and publicity.. Corporate advertising, objectives and types of corporate advertising, advantages and disadvantages of corporate advertising.

Unit 4: Personal selling **LH 5**

Nature of personal selling, personal selling process, advantage and disadvantages of personal selling. Combining personal selling with other promotion tools. Evaluating personal selling efforts. 4ing efforts. 4

Unit 5: Direct marketing **LH 5**

Defining direct marketing. Role of direct marketing in the IMC program. Direct marketing strategies and media.

Unit 6: Internet marketing **LH 6**

Concept and objectives of internet marketing. The internet and integrated marketing communication: advertising on the internet, Sales promotion on the internet, personal selling on the internet, Public relation on the internet, direct marketing on the internet

Basic Books:

Kenneth E. Clow , & Evans, Donald Baack . Integrated advertising, promotion, and marketing communications. New Delhi: Pearson Education, Prentice Hall of India Limited.

Jaishri Jethwanwy & Shruti Jain . Advertising Management. New Delhi: Oxford University Press.

George E. Belch, Michael A. Belch & Keyoor Purani Advertising and Promotion: An integrated marketing communications perspective. New Delhi: Tata McGraw Hill Education Private Limited.

MKT 692: Rural Marketing

Credits: 3
Lecture hours: 48

Course Objectives

This course aims to provide an overview of rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers for rural markets.

Course Description

The course includes the concept and nature of rural marketing, rural marketing environment and consumer behavior, segmenting, targeting and positioning rural markets, product strategy, pricing strategy, distribution in rural markets, and communication strategies for rural markets

Course Details

Unit 1: Introduction **LH 5**

Concept and nature of rural marketing. Rural versus urban marketing. Rural myths. Four A's of rural marketing: affordability, availability, awareness, acceptability. Various approaches to rural marketing: trickle-down approach, undifferentiated approach, differentiated approach, bottom-of-the-pyramid marketing.

Unit 2: Rural Marketing Environment and Consumer Behavior **LH 5**

Demographic, socio-cultural, economic, political, technological, physical environment in rural context. Characteristics of rural consumer. Factors influencing rural buying. Buying decision process. Buying behavior patterns. The product adoption process and diffusion of innovation.

Unit 3: Segmenting, Targeting and Positioning Rural Markets **LH 8**

Segmentation: Heterogeneity in rural markets, pre-requisites for effective segmentation degrees of segmentation, bases for segmenting rural consumer markets. Targeting: Evaluation of segments, selection of segments, coverage of segments, choosing a coverage strategy. Positioning: Identifying, selecting, developing and communicating the positioning concept.

Unit 4: Product Strategy **LH 10**

The product concept. Levels of product. Rural product classification: FMCGs, Durables, Services, Agricultural products. Product decisions and strategies: Individual product decisions, product line and mix decisions, product lifecycle strategies. Product branding in rural markets: Building brands in rural markets, brand loyalty vs brand stickiness, fake brands. Packaging for rural markets: Packaging material, pack size and convenience, packaging aesthetics. Product warranty and after-sales service.

Unit 5: Pricing Strategy **LH 8**

Pricing in rural market. Setting the price for rural products and services: internal and external factors. Price setting strategies: market entry strategies, product mix pricing strategies, price adjustment strategies, rural-specific pricing strategies.

Unit 6: Distribution in Rural Markets **LH 8**

Distribution channels: Evolution of rural distribution channels, channel dynamics, rural channel members. The rural retail environment: traditional retail, the emergence of modern retail in rural areas. Channel behavior in rural areas. Distribution models in rural markets: The distribution models for FMCGs, distribution model for durables. Rural logistics: the hub and spoke system, syndicated distribution.

Unit 7: Communication Strategies for Rural Markets **LH 4**

Challenges in rural communication. The communication process. Developing effective rural communication. Creating advertisements for rural audiences. Rural media. Sales promotion, events and experiences.

Basic Book:

Kashyap, P. (2013). ***Rural Marketing.*** Delhi: Pearson.

Reference Book:

Krishnamacharyulu, C. S., & Ramakrishnan, L. (2011). ***Rual Marketing: Text and Cases***. Delhi: Pearson.

MGT 685: Organizational Development and Change

Credits: 3
Lecture Hours: 48

Course objectives

The course orients the students with the various tools and techniques for Organizational Development. This course in organizational development is framed to help the students to learn the concepts related to organizational development so as to understand how a successful Business are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

Course Description

Organization development is a system wide application of behavioral science to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness. This course contains introduction to organizational development, organizational development interventions, designing organizational structures, key issues in organizational development.

Course Details

Part I: Organization Change

Unit 1: Organization change and its models **LH 10**

Concept of change, importance and imperatives of change, forces of change, determinants of organizational change, types of change, organizational culture and dealing with change and models of change: system model, force field analysis, continuous change process model and organizational growth model. Case discussion

Unit 2: Change and its impact **LH 6**

Change and people, reaction of people to change, resistance to change, overcoming resistance to change and change and a manager.

Unit 3: A systematic approach to making change **LH 6**

Diagnosing organizations, Effective change management, factors in effective change management, systematic approach and key to mastering change.

Part II: Organization Development

Unit 4: Foundations of Organization Development **LH 10**

Defining OD, characteristics of OD, value, Assumptions and beliefs in OD, Models and theories of planned change: participation and empowerment, teams and teamwork, action reach: process and approach. Case discussion

Unit 5: OD interventions **LH 10**

Team interventions: strategic use of organization, broad team building, formal group diagnostic meeting, process consultation

Intergroup and third party peacemaking interventions: Third party peacemaking interventions, organizational mirror interventions and partnering

Structural interventions: work redesign, MBO and appraisal, quality circle, quality of work life projects, and parallel learning structure.

Training: T-group, sensitivity training, behavioral modeling, life and career planning and coaching and mentoring.

Comprehensive interventions: Strategic management activities, real time strategic change, stream analysis, survey feedback, grid organization development, learning organization, reengineering and trans-organizational development.

Unit 6: Emerging issues in organizational development and change LH 6

System ramification, Power, politics and OD, power politics and planned change, changing environment and OD, research in OD, ethics in OD and the future of OD. Issues of organizational change and development in Nepalese context. Case discussion

References

Wendell L. FrenchCecil H. Bell, Jr., & Veena Vohra (2013). Organization Development, PPearson Prentice Hall, India.Thomas G. Cummings & Cristopher G. Worley (2008). Organization Development and Change, South Western College Publications.

Kavita Singh (2010). Organization Change and Development,2nd ed. Excel Book, India.

MGT 686: Quality Management

Credits: 3
Lecture Hours: 48

Course Objectives

The course introduces the fundamental concepts of total quality management, statistical process control, six sigma and the application of these concepts, philosophies, and strategies to quality related issues. It also imparts the knowledge and skills in diagnosing and analyzing problems causing variation in manufacturing and service industry processes. The students will get a basic understanding of "widely-used" quality analysis tools and techniques.

Course Description

This course contains overview of quality, strategy and quality planning, six sigma, benchmarking cost of quality, ISO, building and sustaining quality, process and statistical quality control:

Course Details

Unit 1: Overview of Quality **LH 12**

Meaning of quality; Concept of quality management; objective and importance of quality management; Total quality management; contributions of Joseph Moses Juran, William Edwards Deming,, Philip B. Crosby, Genichi Taguchi in quality improvement; Impact of quality on business performance; concept and stages of quality control; accounting system for quality management; quality issues in Nepalese organization. Case discussion.

Unit 2: Strategy and Quality Planning **LH 6**

Corporate, generic and functional strategies; need for quality approach to strategy; Quality and its types: product- based quality, User-based quality, manufacturing-based quality and value-based quality. Case discussion.

Unit 3: Six sigma **LH 6**

Introduction, Elements of six sigma, Six sigma methodology: DMAIC methodology, DMADV methodology and DFSS methodology, Six sigma technical tools: Process map, critical to quality tree, histogram and pareto chart. Case discussion

Unit 4: Benchmarking **LH 6**

Concept; Types of benchmarking: Internal, Strategic and operational; Benefits of benchmarking and Stages of benchmarking process. Case discussion

Unit 5: Cost of Quality **LH 4**

Concept of cost of quality; Beliefs of quality costs; operating quality costs; use of information of quality cost. Case discussion

Unit 6: ISO 9000 series and ISO 9000: 2000 **LH4**

Need for ISO 9000 certification; Basic process, procedure and work instruction; responsibility of management; steps in ISO 9000 registration and basic principles of ISO 9000:2000 .Case discussion.

Unit 7: Building and Sustaining total quality **LH 5**

Role of quality professionals for quality organization; relevance of organizational culture to quality management; change management for sustaining total quality and sustaining quality organization; steps to sustain quality organization. Case discussion

Unit 8: Process and Statistical Quality Control **LH 5**

Concept of quality control; classification of quality control techniques; control charts: for variables and for attributes; Taguchi's loss function and JIT manufacturing: basic principles; Kanban system; Case discussion.

References

R. Panneerselvam & P. Sivasankaran (2014). Quality Management. Delhi: PHI Learning Limited.

C.S. Summers (2005). Quality Management: Creating and Sustaining organizational Effectiveness, PHI Learning , Delhi.

J.R. Evans & W.M.Lindsay (2008). Quality Control and Management, Cengage Learning, Delhi.

MGT 687: Recent Trends in Management

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to update the students with the recent trends in the field of management. The topics covered in this course are drawn from several recent management textbooks and research journals.

Course Description

This course contains management and management System, 21st Century Environment and management issues, CSR and Corporate governance, corporate leadership, knowledge management and talent Management, and seminar in the areas of management and different management cases

Course details

Unit 1: Overview of management and management System LH 10

Understanding general management; mastering the management system; attitude, skill and knowledge (ASK) for successful manager; management thought; latest perspective of management: micro and macro management, green management, sustainability management, time management, stress management, talent management, anger management. Case discussion

Unit 2: 21st Century Environment and management issues LH 6

Contingent workers; Sexual harassment; Boundaryless and flying career; Compressed work week & Flex time; approaches of managing people**:** Geocentricism, region-centic, polycentric and ethnocentric; Social entrepreneurship; corporate spirituality; appreciative enquiry; emotional intelligence and artificial intelligence; management of innovation. Case discussion

Unit 3: CSR and Corporate governance LH 6

Levels of leadership ethics; Levels CSR; Domains of Corporate governance ; Effective corporate rating system ;Governance models; Glass ceiling; Organizational citizenship; Balanced scorecard approach. Issues of corporate governance in Nepalese organization. Case discussion

Unit 4: Corporate Leadership LH 6

Transformational leadership and transactional leadership; Emerging leadership issues; Strategic leadership; Learning organization; 360-degree appraisal; Retention strategies; Organizational politics & Political skill; Intelligence and emotional intelligence; practices of corporate leadership in Nepalese organization. Case discussion

Unit 5: Sustaining organizational culture LH 6

Concept of organizational culture; Framework for examining cultures; Cross cultural management; multi-cultural profile: acculturation and enculturation; organizational culture and performance. Case discussion

Unit 5: Knowledge and Talent Management **LH 4**

An integration of thoughts on knowledge management; Barriers to implement knowledge management in an organization; knowledge management and organizational performance; Organization as a Talent Factory; managing talents for competitive advantage. Case discussion

Unit 6: Seminar in the areas of management issue and management cases **LH 10**

Areas of seminar: management environment, Corporate Governance, role of knowledge management, mentoring in organizations, empowerment and organizational change, emerging organizational leadership in 21st century, Quality issues in organizations

Areas of case study: develop and analyze real case study in different areas and dimension of management.

References

Gareth Jones and Jennifer George (2017), Essentials of contemporary management, Tata McGraw Hill.

Drucker. Management challenges for the 21st century, Harper Collins, 1st ed.,

Stephen P. Robbins and Vohar, Organization behavior, Pearson Education, 15th Edition, 2013

Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Marketing management: A South Asian Perspective, Pearson India, 14th Edition, 2012

William J Stevenson, Operations management, Tata McGraw Hill, 12th Edition, 2015

https://www.slideshare.net/haricd/emerging-trends-in-management-compatibility-mode

MGT 688: Organization Theory

Credits: 3
Lecture Hours: 48

Course Objective

This course deals with the organization theory from its origins through to the most recent debates. Understanding of different theories or organization enhances capacity to comprehend what goes on in organizations. Thus, this course aims to provide a clearly structured and interesting exploration of the ways in which the verity of theories perspectives that constitute organization theory provide profound challenges for organizations in the 21st century.

Course Description

This course contains introduction of organizational theory, modernism and neo- modernism organizational theories, post- modernism and reflective organization theories, organization design, structure and effectiveness, organizational culture and ethics.

Course Details

Unit 1: Introduction **LH 7**

Concept of organization theory, the relationship between organization theory and human activities, the relationship between organization theory and management practice, social engineering and organization theory, critical alternatives to managerialism in organization theory, philosophical disputes and debates in explaining and understanding organization theories. Case discussion

Unit 2: Modernism and Neo-Modernism Organization theories **LH 13**

Concept of modernism, historical roots, overview of modernist organization theory, general system theory, the organization as a simple machine, mechanistic vs. organic structure, modernist themes in organizational design, concept of neo-modernist organization theory, human relationship school, neo-modernist theory, organization culture and design, perspectives and challenges. Case discussion

Unit 3: Post- Modernism and Reflective Organization Theories **LH 15**

Concept of post-modernism, post industrialism and the information society, Neo-Fordism, flexible specialization and post-Fordism, the key thinkers of post modernism, organizational culture, the challenges of post-modernism to organizational theory, concept of reflective organization theory, symbolic interactionism, ethno methodology, developing a sense of self in organizations, understanding organization as culture through symbols, the development of critical theory challenging organization theory, the development of psychoanalysis to challenge organization theory; the challenges of critical theory and psychoanalysis for understanding the individual, the group and the organization. Case discussion

Unit 4: Organization Design, Structure and Effectiveness **LH 7**

Concept, importance, the consequences of poor organizational design, levels of analysis, organizational stakeholders, top managers and organizational authority, vertical and horizontal differentiation, bureaucratic structure, the principles and advantages of bureaucratic structure, the specialization and coordination- functional, divisional, network and matrix structure measuring organizational effectiveness, factor affecting organizational effectiveness. Case discussion.

Unit 5: Organizational Culture and Ethics **LH 6**

Concept of organizational culture, transmitting culture to organizational members, genesis of culture in organization, managing organizational culture, concept of ethics in organization, ethical and unethical behavior, factors influencing ethical behavior, justifying unethical

behavior, guides to ethical behavior, approaches to corporate social responsibility; Culture and ethics in Nepalese organization. Case discussion

Text and Reference Books:

McAuley, J. and Duberley, J. ***Organization Theory***: Challenges and Perspectives, Prentice-Hall.
Jones, G.R. ***Organizational Theory***: Text and Cases, Addison-Wesley Publishing company.
Jones, G.R. and Mathew, M. ***Organizational Theory,*** Design, and Change, Pearson.
Cummints, T.G. and Worli, C.G. **Theory of Organization Development and Change**, CENGAGE Learning.

MGT 689: Performance Management

Credits: 3
Lecture Hours: 48

Course Objective

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems and strategies. Students will gain practical skills through self-reflection, discussion, case studies, reading, literature reviews, research and application.

Course Description

This course contains introduction to performance management, performance management system and strategic, performance planning and appraisal, performance management implementation, performance monitoring and counseling, Performance Management Strategic and Interventions, Ethics in Performance Management, Role of HR Professionals in Performance Management System, Emerging Concepts.

Course Details

Unit 1: Introduction to Performance Management **LH 5**

Concept and Characteristics of Performance Management; Contributions and Principles of Performance Management; Performance appraisal, performance evaluation and performance management; Performance Management Process-Conceptual Model and its Application; Role of Appraisal in Performance Management, Challenges to Performance Management. Case discussion

Unit 2: Performance Management System (PMS) and Strategies **LH 6**

Objectives, Functions and Characteristics of effective PMS; Components of PMS; Competency-based PMS; Electronic Performance Management; Corporate and Business Level Strategic Plans; Objectives, Targets and Goals; Target and Performance Management; Scorecards for performance management; Performance review and feedback. Case discussion

Unit 3: Performance Planning and Appraisal **LH 8**

Concept, Characteristics, Objectives, Importance & Methodologies of Performance Planning; Components of Performance Planning; Key Performance Indicators (KPIs), Process & Barriers to Performance Planning; Concept and Methods of Competency Mapping; Appraisal Process, Approaches, Methods & Common Rating Errors; e-HR Managing; 360 Degree performance appraisal. Performance planning and appraisal in Nepalese organization. Case discussion.

Unit 4: Performance Management Implementation **LH 6**

Bottlenecks, Strategies & Factors affecting PM implementation; Operationalizing Changes through Performance Management; Building & Leading high performance team; Organizational Culture and Performance Management. Case discussion

Unit 5: Performance Monitoring and Counseling **LH 7**

Concept, Characteristics, Objectives, Importance and Process of Performance Monitoring; Ongoing Mentoring and Protégé Development; Performance Counseling: Concept, Principles of Performance Counseling; Performance Counseling Skills & Performance Counseling for higher job performance. Case discussion.

Unit 6: Performance Management Strategic and Interventions LH 7

Reward-based performance management; career-based performance management; team-based performance management; culture-based performance management; measurement-based performance management; competency based performance management; leadership-based performance management. Case discussion.

Unit 7: Ethics in Performance Management LH 4

Principles, Ethical Issues & Dilemmas in performance management; Developing Code of Ethics in performance management; Performance Management in MNCs. Case discussion.

Unit 8: Role of HR Professionals in Performance Management System LH 2

Appraising HR functions; Role of HR Professionals in Performance Management in Knowledge Millennium. Case discussion

Unit 9: Emerging Concepts LH 3

HR Benchmarking and Performance Management; HR Outsourcing and Performance Management; Performance Management practices in Developing Countries. Case discussion

Reference Books

Aguinis, H. (2017). ***Performance Management***. New Delhi: Pearson Education, Inc.

Kandula, S. R. (2009). ***Performance Management: Strategies, Interventions and Drivers***. New Delhi: PHI.

Rao, C. A. (2012). ***Performance Management***. New Delhi: Himalayan Impression.

Cardy, R. L. & Leonard, B. (2nd Ed.). ***Performance Management: Concepts, Skills and Exercise***. New Delhi: PHI,

Cascio, W. F. (2013). ***Managing Human Resources: Productivity, Quality of work life, Profits***. Singapur: MGraw Hills.

MGT 690: Leadership and communication

Credits: 3
Lecture Hours: 48

Course Objective

Leadership is fundamental to improving groups, organizations, and society and communication is fundamental to leadership. Leadership is an interactive process through which leaders and followers develop an effective approach to collective goals. This course aims to increase understanding of the leadership process and the communication involved enhances the skills of all participants and fosters more effective collaboration.

Course Description

This course contains introduction of leadership and communication, leadership styles and behavior, politics, power and influence, leadership in groups and teams, leadership, culture and diversity, ethical leadership and followership.

Course Details

Unit 1: Introduction **LH 7**

Concept, prerequisites of organizational leaders, leadership from a communication perspective, The dimensions of leadership communication styles, Authoritarian, democratic and leissez-fair leadership, Task and interpersonal leadership, followers communication styles, communication styles and information processing. Case discussion

Unit 2: Leadership Styles and behavior **LH 10**

Leadership traits, situation, transactional, functional and relationship leadership, Steward and servant leadership, transformation and charismatic leadership, value-based leadership, assessing leadership potential, measuring the effects of leadership, managerial derailment and self-defeating behavior, developing planning and pipeline, professional development, Leader-member exchange theory. Case discussion

Unit 3: Politics, power and Influence **LH 8**

The nature of organizational politics, Use of political behavior, guidelines for developing political skills, Power and leadership, sources of power, types of power and influencing tactics, credibility, compliance-gaining strategies, developing argumentative competence, Negotiating, the leader as negotiator, the process of negotiation, resisting influence. Case discussion

Unit 4: Leadership in Groups and Teams **LH 8**

Use of teams in organizations, Fundamentals of group interaction, Basic and advance skills of team leaders, Making team effective, emergent leadership, leadership skills in effective team meetings, group decision making, team leadership, fostering team leadership, self-managed teams. Case discussion

Unit 5: Leadership, Culture and Diversity **LH 8**

Leadership in different cultures, the leader as culture maker, the leader as sense maker, intergroup leadership, the power of expectation: the Pygmalion effect, managing diversity, understanding cultural differences, benefits of embracing diversity, the downside of diversity, fostering diversity, effect of globalization on diversity leadership. Case discussion

Unit 6: Ethical Leadership and Followership **LH7**

Personal values, organizational practices that foster an ethical work environment, authentic leadership, factors influencing ethical behavior, justifying unethical behavior, guides to ethical behavior, Roles and responsibilities of followers, trusting relationships, strategies to promote followership. Case discussion

Text and Reference

Hackman, M. Z. and Johnson, C.E. Leadership: a ***Communication Perspective***, Waveland Press
Johnson, C.E. and Hackman, M.Z. ***Creative Communication,*** Waveland Press.
Haldar, U.K. ***Leadership and Team Building***, Oxford
Achua, C.F. and Lussier, R.N. ***Effective Leadership,*** CENGAGE Learning
Rowe, W. G and Guerrero L. ***Cases in Leadership***, Sage.

ACC 685: Corporate Taxation

Credits: 3
Lecture Hours: 48

Course Objectives
This course aims to provide the students with the knowledge of tax laws and tax planning for decision making and enable them to work as tax consultants in the corporate sector and tax officers in the government sector.

Course Description
This course includes income tax, value added tax system and procedures in Nepal. It also covers tax planning concept and its uses in Nepal.

Course Details

Unit 1: Conceptual Foundation **LH 4**

Meaning and concept of tax, burden shifting, characteristics and types of tax, Sources of financing in Nepal, Composition of tax revenue in Nepal. Historical development of tax laws in Nepal. Definition of related terms.

Unit 2: Income Tax **LH 15**

Sources of income, tax exempted income, tax exempted institutions, tax rates, tax exemptions, tax rebates, treatment of provisions related to deductions and reductions, tax deduction at source and its treatment, types of assessment, computation of assessable income, taxable income and tax liability under business and investment, set off and carry forward of losses, capital gain tax, inter-source and inter-head adjustments-within country and outside country.

Unit 3: Value Added Tax (VAT) **LH 8**

Meaning and concepts of VAT, Evolution of VAT, Concepts of cascading effect and zero rating, Methods of VAT, Advantages of tax-credit method, Taxable transactions, Tax exempted transactions, VAT accounting, Tax registration, Tax collection, Tax invoice, VAT refund, Duties of businessmen and customers in VAT system,

Unit 4: Revenue Administration **LH 4**

Structure of revenue administration in Nepal: Ministry of Finance, Inland Revenue Department, Revenue Investigation Department. Method of tax collection and realization, Rights and duties of tax authorities and assessee, Advance ruling, Fines and penalties for breach of rules, Review and appeal under Income Tax and Value Added Tax Acts and Rules

Unit 5: Tax Planning **LH 4**

Basic concept of tax planning, needs and objectives of tax planning to modern business corporations, Major differences among tax evasion, tax avoidance and tax planning, types of tax planning, scopes of short-range tax planning, scopes of long-range tax planning, concepts of tax management.

Unit 6: Tax Planning for Business Decisions **LH 8**

Tax planning for managerial decisions: Selection of business, forms of business incorporation, location of business unit, size of business, timing of future business activities; Tax planning for financial decisions; leasing or buying business assets, capital structure, retention or distribution or returns, merging of business units.

Unit 7: International Aspects of Taxation **LH 3**

Taxation of non-resident (service providers) related to shipping, airlines, transport, and telecommunication, concepts of double taxation, avoidance of double taxation, foreign tax credit.

Unit 8: Contribution of Income Tax and Value added tax **LH 2**

Contribution of income tax and value added tax to total revenue and tax revenue of Nepal.

Basic References

Nepal Government. ***Budget Speech and Finance Act*** (Recent)

Nepal Government. ***Double Taxation Avoidance Treaties*** with various countries

Nepal Government. ***Income Tax Act 2058*** with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. ***Income Tax Rules 2059*** with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. ***Value Added Tax Act 2052*** with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. ***Value Added Tax Rules 2053*** with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Supplementary Readings

Dhakal, K.D., Bhattarai, I, Koirala, G.P., and Bhattarai, R. ***Corporate Taxation with Tax Planning*** (Updated Edition). Kathmandu: Asmita Publication

Khadka, R. ***VAT in Nepal***. (New Edition), New Delhi: UBS Publisher Distributors Ltd.

Lekhi, R.K. ***Public Finance.*** (New Edition), New Delhi: Kalyani Pbulishers

Prasad, B. ***Direct Taxes: Laws and Practice*** (Updated Edition). New Delhi: Vishwa Prakashan.

Singhaniya, V.K. ***Direct Taxes: Laws and Practice*** (Updated Edition). New Delhi: Taxman Publication Pvt. Ltd.

ACC 686: Cost Management

Credits: 3
Lecture Hours 48

Course Objectives:
This course aims to impart advanced knowledge of existing costing systems, their drawbacks and development of improved methods and techniques, so as to make costing systems, tools of strategic decision making.

Teaching Methodology and Pedagogy:

- Lecture
- Assignments
- Discussion & Presentation
- Project & case work
- Library & Internet

Marking Scheme:

- **Internal**
  - Assignment
  - Presentation
  - Project work
  - Case Studies
  - Mid Term Exam
  - Pre Board Exam
- **External**
  - Board Exam

Course Details

Unit 1: Introduction to Cost Management **LH 3**

- Concept, importance and characteristics of cost management
- Strategic role of cost management
- Cost management and Strategic decision making
- Formulation of strategic action plans
- Evaluation of plans and outcomes: benefit cost analysis and benefit & cost variance

Unit 2: Product Costing System: **LH 3**

- Concept and types of cost
- Cost reported in financial statement: service, retail and manufacturing company

Unit 3: Activity Based Costing; Activity Based Budgeting (ABB) and Capacity Utilization LH 8

- Concept, advantages and limitations of activity based costing system, Procedures of absorption of overhead cost under ABC, Estimation of costs of new products using ABC, Cost and benefit of using ABC
- Concept, importance and process of activity based budgeting (ABB), ABB and traditional budgeting, Behavioral dimension of budgeting
- Meaning of capacity, capacity utilization, managing capacity and excess capacity, Measuring for capacity management, Activity Based Reporting of unused resources

Unit 4: Target Costing and Kaizen Costing LH **6**

- Concept, importance and process of Target Costing, Key principles of Target Costing, Implementation of Target Costing , Target Costing and ABC, Value engineering
- Concept and importance of Kaizen Costing, Kaizen standards, General Kaizen Costing and items specific for Kaizen Costing Similarities between Target costing and Kaizen Costing.

Unit 5: Life Cycle Costing **LH 5**

Concept and importance of Life Cycle Costing, Product Life Cycle, Pricing products using the Product Life Cycle, Product Life Cycle and ABC, Benefits of Life Cycle Costing, Life Cycle Budgeting.

Unit 6: Just in Time (JIT) Inventory Management **LH 5**

Concept and importance of Inventory management, Inventory related costs, Traditional approach to inventory management, Concept, objectives, importance and limitations of Just in Time JIT manufacturing, Implementing JIT manufacturing, JIT in non-manufacturing situations, Performance evaluation in traditional and JIT environment

Unit 7: Theory of Constraints (TOC) **LH 3**

Concept and importance of TOC
Steps in TOC for improving performance
Internal and external constraints
Accounting issues in TOC
TOC and ABC

Unit 8: Total Quality Management (TQM) **LH 6**

Concept, features, importance and types of (TQM)
Traditional approach to quality Vs TQM
Critical success factors for TQM, Measuring and reporting quality costs
TQM and productivity, TQM in service organization

Unit 9: Process Costing and Cost Allocation **LH 9**

Concept, importance and characteristics Process Costing System, Assignment of costs to product Concept, importance and characteristic of Joint Process Costing, Estimation of profit from Joint Product, Reason for allocating Joint Costs, Joint Costs allocation methods: Net Realizable Method and Physical Measures Method, Accounting for By-Product.

Reference Books:

Blocher E., David Stoot N. C. & Lokins O. G., ***Cost Management, A Strategic Emphasis*** Tata Mcgraw Hill Co.

Hilton, R. W., Maher, M. W. & Selto, F. H. (2008), ***Cost Management, Strategies for Business Decisions,*** *4E,* MC Graw Hill, Irwin

Lal, J. (2015), ***Strategic Cost Management,*** *1st E,* Himalaya Publishing House

ACC 687: Contemporary Auditing

Credits: 3
Lecture Hours: 48

Course Objectives
This course aims to develop student's capability in performing and reporting on audit and assurance to increase reliability of financial and non-financial information. It also aims to develop student's capability to identify, gather and assess evidences for sufficiency and appropriateness in performing audit.

Course Description
This course examines statutory requirement for audit, audit process, strategy and planning, special audit techniques and procedures, audit of organizations under computerized environment, audit types and auditors' report and trends in auditing

Course Details

Unit 1: Statutory Requirements **LH 16**

Legal and professional requirements: Provisions of auditing in Company Act, BAFIA, Corporation Act, Social Organization Act, Education and Cooperative Acts and Nepal Standards on auditing (mandatory, voluntary and exposure drafts) including guidance notes and practice statements issued by the Institute of Chartered Accountants of Nepal and/or Auditing Standard Board.

Unit 2: Auditing Processes, Audit Strategy and Planning **LH 8**

Basic concept of Auditing, Understanding of business and assessing audit risks, review of internal and accounting control, consideration of error, fraud and misstatement in financial statements, development of overall audit plan and program, time and resource schedule, conducting audit, collection and evaluation of audit evidences, maintenance of working paper and permanent files, independent review of audit files and confidentiality of information obtained during the audit.

Unit 3: Special Audit Techniques and Procedures **LH 10**

Statistical Sampling in Auditing, ratio analysis and trend analysis, physical verification of fixed assets, inventory and cash, setting materiality level, enquiry, balance confirmation, inspection, drawing conclusion and steps to mitigate audit risks.

Unit 4: Audits under Computerized Environment **LH 4**

Concept and Specific issues related to Electronic Data Processing (EDP) audit; Techniques of EDP audit, Use of Computer and Computer Assisted Audit; Roles and risks of auditor.

Unit 5: Auditor's Report **LH 5**

Types of audit and auditor's report, management letter, disclosure requirement, difference between certificate and report, report related to commercial and government auditing, Modification to auditor's report.

Unit 6: Trends in Auditing **LH 5**

Financial forecasts, human resources auditing, reports on financial sickness, special requirements of different users, Risk based auditing and its significance.

Basic References
Company Act, Income Tax Act, Auditing Act, Banking and Financial Institution Act (BAFIA), Corporation Act, Cooperative Act, Education Act, Local Governance Act, Constitution of Nepal

Gupta, K. ***Contemporary Auditing*** (New Edition), New Delhi: Tata McGraw Hill.

Nepal Standards on Auditing, including preface, framework, guidelines, practice statements: Auditing Standards Board.

Supplementary Readings

Batra and Bagardia. ***Text Book of Auditing.*** (New Edition), New Delhi. Tata MCGraw-Hill Publishing Co. Ltd.

Dhakal, K.D., Bhattarai, I and Koirala, G.P. ***The Principles and Practice of Auditing*** (New Edition). Kathmandu, Asmita Books Publishers.

Millichamp, A.H. ***Auditing*** (New Edition). London: ELST

Prakash, J. ***Auditing Principles, Practices and Problems*** (New Edition). New Delhi: Kalyani Publishers.

Saxena, R.G. ***Principles of Auditing*** (New Edition). Mumbai, Himalayan Publishing House.

Tondon, B.N. ***Practicle Auditing.*** (New Edition). New Delhi: S.Chand, and Co.

ACC 688: Accounting Theory and Financial Reporting

Credits: 3
Lecture Hours: 48

Course Objectives
This course aims to provide the accounting theories and their applications, practical and conceptual issues of general financial statements for reporting financial position and performance and financial analysis for performance appraisal of business enterprises including financial institutions. It also aims to provide exposure to disclosure required for financial statements and reporting, accounting standards issued by Nepal Accounting Standards Board and International Accounting Standards Boards.

Teaching Methodology and Pedagogy:

- Lecture
- Assignments
- Discussion & Presentation
- Project & case work
- Library & Internet

Marking Scheme:

- **Internal**
  - Assignment
  - Presentation
  - Project work
  - Case Studies
  - Mid Term Exam
  - Pre Board Exam
- **External**
  - Board Exam

Course Details

Introduction **LH 9**

- Concept, objectives, approaches, classifications and origin of Accounting Theory, Influence of government regulatory bodies; Influence of taxation
- Structure of Accounting Theory: accounting principles, concepts and conventions.
- Accounting standards: National and International Standard setting bodies (Nepal): responsibilities and processes, national and international accounting and reporting standards (mandatory, recommendatory, exposure draft), interpretations, framework for preparation and presentation of financial statements, recognition and measurement of elements of financial statements, departure from current corporate practices.

Unit 2: Corporate Reporting and Disclosure in Financial Reporting **LH 21**

- Nature and objectives of external financial reporting
- Corporate Financial Reports: Income statement, Balance sheet and Cash flow statement as per Company Act and regulatory framework like Nepal Rastra Bank (NRB), Security Exchange Board of Nepal (SEBON) and Insurance Board Directives, Nepal Accounting Standards (NAS) and Nepal Financial Reporting Standards (NFRS).

- Director's and Auditor's Reports: disclosure required in financial reporting as per national and international accounting and financial reporting standards, evaluation of disclosure practices in financial reporting (NFRS and IFRS), transparency in financial statements.
- Currency translation of financial statement of foreign operations, - Issues related to consolidation of financial statements, interim, segment and group reporting (Business combination and holding company)

Unit 3: Reporting and Analysis of Changes in Stockholders' Equities LH 9

Need and importance of stockholders' equity; Accounting for changes in stockholders' equity: Increases in share capital, redemption of preferred stock, stock dividend and stock split, and stock warrants, Appraisal of the impact of changes in accounting policies and the regulatory framework on shareholders' funds.

Unit 4: Contemporary Issues in Accounting LH 9

- Corporate Governance: governance systems and contemporary mechanism, accounting issues arising from corporate failures, business ethics and financial reporting;
- Corporate Social Performance and Responsibility Accounting; social discloser requirements
- Human resources accounting (HRA) and Reporting; factors leading to development of HR Accounting and reporting, HR Accounting and reporting in Nepal

Basic Books

Handriksen & Breda. (1991). **Accounting Theory** (5th Edition). New York: Irwin McGraw Hill.

Porwal, l.S. (1986). **Accounting Theory: An introduction**. New Delhi: Tata McGraw Hill Publishing Co.

Lal, J., (2009). **Accounting Theory and Practice** (Third edition). New Delhi: Himalaya Publishing House.

Revsine, Collins & Johnson. (1999). **Financial Reporting and Analysis**. New Jersey: Prentice Hall, Upper Saddle River.

Supplementary Readings

Accounting Standards Board. (2003). **Nepal Accounting Standards**. Kathmandu: ASB.

NFRS (2014). **Nepal Accounting Standards**. Kathmandu: ASB.

Greunning & Keen. (2000). **International Accounting Standards. A practical guide**. USA: World Bank.

ACC 689: Management Control Systems

Credits: 3
Lecture Hours: 48

Course Objectives:
This course aims to give the knowledge of elements, applications, and behavioral ramifications of management control systems to provide insights on measurement and implementation issues involved in management control systems.

Teaching Methodology and Pedagogy:

- Lecture
- Assignments
- Discussion & Presentation
- Project & case work
- Library & Internet

Marking Scheme:

- **Internal**
  - Assignment
  - Presentation
  - Project work
  - Case Studies
  - Mid Term Exam
  - Pre Board Exam
- **External**
  - Board Exam

Course Details

Unit 1: Introduction to Management Control System **LH 4**

Meaning and Concept of Management Control System
Importance, Characteristics, Nature and Scope of Management Control System
Boundaries of Management Control
Concept of Management Audit as a control tool

Unit 2: The Environment of Management Control System **LH 4**

Management Control Environment, Goal congruence, Factors affecting goal congruence, Role of management control system in goal congruence
Organization structure and management control system
Behavioral Considerations of Management Control System

Unit 3: Responsibility Centers **LH 6**

Concept and Nature of Responsibility Centre
Criteria for measuring the Performance of Responsibility Centre
Types of Responsibility Centre:

- Revenue Centre
- Expense Centre
- Cost Centre
- Profit Centre
- Marketing Responsibility Centre
- Research and Development Centre
- Investment Centre: Return on Investment (ROI), Residual Income (RI)

Unit 4: Transfer Pricing **LH 6**

Introduction
Objectives of Transfer Pricing
Significance of Transfer Pricing
Methods of Transfer Pricing

Unit 5: Management Control Process **LH 19**

- **Strategic Planning**: Concept and nature of strategic planning, ongoing programs analysis, proposed new programs analysis, strategic planning process
- **Budgeting**: Concepts, importance, objectives and characteristics of budgeting, Budgetary control system, Process of budget preparation, preparation of master budgets for manufacturing and non-manufacturing organization, Behavioral aspects of Budgeting, Flexible budgets and Zero-base budgeting
- **Financial Performance Reports Analysis**: Variance: concept, application and limitations of variance, variance Analysis: Material, Labor, Overhead (fixed and variable) and Sales Variance, Behavioral aspects of performance evaluation
- Interactive Control and Incentive Plans in organizations

Unit 6: Modifications in Management Control **LH 9**

- **Modern Control Methods**: Introduction, Just in Time, Total Quality Management and Decision Support System
- **Management Control in different Organizations**: Healthcare organizations, Government organizations, Financial institutions, Non-profit organizations and Multinational organizations
- **Management Control of Projects**: Nature of Projects, control environment, project planning, execution and evaluation

Basic Books:

Anthony, R. N. & Govindarajan, V., ***Management Control Systems***, Tata McGraw-Hill
Merchant, K. A., ***Modern Management Control Systems***, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, New Delhi

Reference Book:

Atkinson, A. A. & Kaplan, R. S., ***Advanced Management Accounting***, Prentice Hall of India Pvt. Ltd., New Delhi
Upadhyay, J. P., ***Management Control Systems***, Khanal Publication, Kathmandu Nepal

ACC 690: Balance Scorecard: A Tool for Performance Measurement

Credits 3
Lecture Hours: 48

Course Objectives:
This course aims to give the knowledge of comprehensive framework that translates a company's mission, vision and strategy into a coherent set of performance. It helps the students to know about the different perspectives of performances and how to measure and implement them in the organizations.

Teaching Methodology and Pedagogy:

- Lecture
- Assignments
- Discussion & Presentation
- Project & case work
- Library & Internet

Marking Scheme:

- **Internal**
  - Assignment
  - Presentation
  - Project work
  - Case Studies
  - Mid Term Exam
  - Pre Board Exam
- **External**
  - Board Exam

Course Details

Unit 1: Introduction of Balance Scorecard (BSC) LH 4

- Concept and need of performance management
- Traditional performance management and its limitations
- Concept, importance, characteristics, requisites, origin and limitations of BSC

Unit 2: Perspectives of Balance Scorecard LH 30

a. Financial Perspective LH 7

- Concept and objectives of financial perspective
- Linking financial objectives to business unit strategy
- Financial performance analysis
  i. Revenue growth and mix
  ii. Liquidity & Profitability
  iii. Cost reduction
  iv. Assets utilization (efficiency) and investment strategy

b. Customer Perspective LH 7

- Concept and objectives of customer perspective
- The core areas of customer perspective
  i. Customer retention
  ii. Customer acquisition
  iii. Customer satisfaction
  iv. Customer profitability

c. Internal-Business-Process (IBP) Perspective **LH 7**

- Concept, objectives and process of IBP
- Value chain model in IBP perspective
  i. Innovation process
  ii. Operation process
  iii. Post-sale process

d. Learning and Growth Perspective **LH 7**

- Concept and objectives of learning and growth
- Principal categories for learning and growth
  i. Employee capabilities and measurement
  ii. Employee satisfaction
  iii. Employee retention
  iv. Employee productivity
- Information system capabilities
- Motivating empowerment and alignment

e. Developing objectives for each perspectives **LH 2**

Unit 3: Linking BSC and Mission, Vision, Values & Strategy **LH 5**

- Meaning and importance of mission, vision, values & strategy
- Linking between BSC and mission, vision, values and strategy for achieving organization objectives

Unit 4: Implementing and Reporting BSC **LH 6**

- Launching the BSC program
- Building and integrated management system
- Reporting BSC results

Unit 5: Maintaining the BSC **LH 3**

Reference Books:

Atkinson, A. A. & Kaplan, R. S., ***Advanced Management Accounting,*** Prentice Hall of India Pvt. Ltd., New Delhi

Kaplan, R. S. & Norton, D. P., ***The Balance Scorecard, Translate Strategy into Action,*** Harvard Business Review Press

Lal, J., (2015), ***Strategic Cost Management,****1 ed,* Himalaya Publishing House

Paul, R. N. (2006), ***Balance Scorecard Step-by-Step, Maximizing Performance and Maintaining Results*** *2nd ed,* John Wiley & Sons Inc. USA