

PURBANCHAL UNIVERSITY

Faculty of Management

Syllabus Of

Master of Business Administration (MBA)

(Semester I)

With Effect from Fall Session, Batch 2022

Course Title : **Marketing for Managers**
Area of Study : **Core**
Code : **CO 511**
Credit Hour : **3**
LH : **48**

Course Objectives:

The objective of this course is to equip students with the knowledge and skills to take decisions in marketing management and to analyze and solve marketing problems in the complex and fast-changing business environment

Course Details:

Unit I: Introduction to Marketing Management **LH 8**

Market, Marketing, Marketing Management, and Marketing Concepts, Company Orientation towards the Market Place, Capturing customer value from customers, Role of a Marketing Manager in the current scenario, Marketing Environmental Trends and forces, Contemporary Nepalese Marketing Environment., Emerging trends and practices in Marketing (Social Media Marketing, Digital Marketing, SME Marketing, Green Marketing), Nature and Contents of a Marketing Plan.

Unit II: Marketing Information System and Demand Measurement **LH 8**

Marketing Information System and marketing intelligence, Marketing Research System, Marketing analytics and its importance, Market Demand, Its Measurement, and Methods of Estimating Current and Future Market Demand.

Unit III: Identifying Market Segment, Target, and Position Strategies **LH 8**

Consumer analytics and its tools, Bases for Consumer and Industrial Market Segmentation, Process of Market Segmentation, Requirements for effective segmentation, Evaluation and Selection of Target Market, positioning maps and Developing Positioning Strategies, Product and service differentiation,

Unit IV: Competitors Analysis, Product Strategies, and new offerings **LH 10**

Concept of Competition and methods of competitors analysis, Market research and competitive analysis, Competitive Strategies for Market Leader, Competitors Analysis in Nepal, Concepts, and Types of New Products, Managing new products and offerings, NewProduct Development Process, Product Line and Product Mix Strategies, Brand Positioning, Branding Strategies, Marketing Strategies in the Various Stages of Product

Life Cycle.

Unit V: Concepts and Tools for Strategic Pricing

LH 6

Understanding pricing, objectives, and Methods of Pricing, Developing Pricing Strategies and Programs, and Initiating and responding the price changes.

Unit VI: Integrated Marketing Channels and Communication

LH 8

Marketing channel and value network, Channel- Design Decision, Channel- management decision, Channel integration and system, Channel Dynamics, Developing channel strategies in Nepal, Designing and Managing Integrated Marketing Communications, Digital communication

References

- Kotler P., Lane K., Keller. *Marketing management*, Pearson / Prentice Hall of India.
- Stanton W. J., Etzel M.J., Walker B. J. *Fundamentals of marketing*, McGraw Hill, India,
- Aaker D. A. Moorman C., *Strategic Market Management*, John Wiley & Sons, Singapore.
- Cravens, D. W., Piercy N., *Strategic Marketing*, TATA McGraw-Hill, New Delhi.
- Evans, J. R., Berman B. *Marketing*, Macmillan Publishing Company, India.
- Kotler, P., Armstrong, G., Agnihotri, P. *Principles of marketing*, Pearson, India.

Course Title : **Communication for Managers**
Area of Study : **Core**
Code : **FA 512**
Credit Hour : **3**
LH : **48**

Course Objectives:

The course aims to facilitate students to make clear communications at all levels of work – with all levels of people, demonstrate how to communicate change, create confidence in the new processes, and empower employees to make them successful in a professional corporate environment. After the completion of the course, Students should be able to exercise their communication skills efficiently and professionally in their jobs and career.

Course Details:

Unit I: Understanding the Foundations of Business Communication **LH 4**

Communication and Management; Role of Communication in Management, Communication Environment, Communication Types, The Communication Process; Barriers in the Communication Process and their Gateways.

Unit II: Non-Verbal Communication / Interpersonal Communication **LH 6**

Recognizing Nonverbal Communication, Nature of Non-verbal Communication, Using Nonverbal Communication Effectively, Being Sensitive to Business Etiquette, Developing your Business Etiquette, Business Dining, Role of Interpersonal Communication in Management,

Unit III: Communicating in a World of Diversity **LH 4**

Understanding the Opportunities and Challenges of Communication in a Diverse World, Recognizing Variations in a Diverse World, Improving Intercultural Communication Skills

Unit IV: Public Speaking and Oral Communication **LH 10**

Conducting and Participating in Meetings, Preparing for Meetings, Conducting and Contributing

to Effective Meetings, Using the Phone, Listening; Listening Process, Types of Listening, Improving Listening Skills, Overcoming Barriers to Effective Listening; Making Formal Speeches; Determination of Presentation Methods, Consideration of Personal Aspects, Team Presentations.

Unit V: Writing Employment Messages and Interviewing for Jobs **LH 4**

Understanding and Organizing your Approach to the Employment Process; Preparing Resumes; Writing your Resume; Application Letter; Preparing for a Job Interview.

Unit VI: Fundamentals of Business Writing **LH 12**

Writing Business Messages; Being Sensitive to your Audience's Needs; Building Strong Relationships with your Audience; Controlling your Style and Tone; Routine Inquiries; Adjustment grants, Refusals, Order Acknowledgment, Claims, Persuasive Requests, Sales Messages, Memorandums, Email

Defining Reports, Determining the Report Purpose, Forms of Shorter Reports, Gathering the Information Needed, Interpreting the Findings, Organizing the Report Information, Writing the Report.

Unit VII: Communication and Creativity **LH 8**

Weston Anthony. "Creativity for Critical Thinkers", Oxford University Press, New Delhi.

References:

Courtland L. Bovee. *et al.* Business Communication Today (10th edition). Pearson. Delhi.

Lesikar R.V. *et al.* Business Communication (11th edition). Tata McGraw Hill Company. New Delhi.

Weston Anthony. Creativity for Critical Thinkers. Oxford University Press. New Delhi, 2007

Course Title	: Accounting for Managers - I
Area of Study	: Core
Code	: CO 513
Credit Hour	3
LH	48

Course Objectives:

This course aims to inculcate a basic understanding of financial accounting principles with a view to developing students' skills in preparing and analyzing financial statements.

Course Details:

Unit I: Introduction to Financial Accounting

LH 5

Basic Understanding of Financial Accounting: Concepts, Meaning, Objectives, Importance, and Limitations; Accounting as a Language and Accounting as an Information System; Sources of Accounting Information; Users of Accounting Information; Branches of Accounting; Forms of Business Organizations; Fundamental Accounting Concepts and Assumptions: Business Entity Concept, Money Measurement Concept, Dual Aspect Concept, Going Concern Concept, Accounting Period Concept, Historical Cost Concept, Revenue Realization Concept, Accrual Concept, and Matching Concept; Generally Accepted Accounting Principles (GAAP); Accounting Conventions: Conservatism, Consistency, Full disclosure, and Materiality. Difference between a Concept and Convention.

Unit II: Business Transactions and the Accounting Process

LH 7

LH 7

Understanding the Concept of Accounting Process: Recording, Classifying and Summarizing; Concept of Double Entry Book Keeping System, Concept and Preparation of Accounting Equation, Transactions and their effects on Accounting and Equation; Accounting Methods: Cash Basis and Accrual Basis; Rules for Debit and Credit; Preparation of Journal, Ledger and Trial Balance (Unadjusted and Adjusted); Business Decision Cases Analysis.

Unit III : Financial Reporting

LH 15

Objectives of Financial Reporting, Characteristics of Financial Statements, Concepts of Depreciation and Methods: Straight Line and Diminishing Balance Methods; Concept of

Inventory Valuation: FIFO and LIFO Methods, Preparation of Financial Statements of the Company and Adjustment Entries: Multiple Steps Income Statement, Statement of Retained Earnings and Balance Sheet (Vertical Format); Concept of Marshalling of Assets and Liabilities; Limitations of Financial Statements; Business Decision Cases Analysis.

Unit IV: Reporting and Interpreting Cash Flow Statement

LH 9

Meaning and Objectives of Cash Flow Statement, Preparation of Cash Flow Statement: Direct and Indirect Method, Interpreting Cash Flow Statement; Difference between Funds Flow Statement and Cash Flow Statement; Business Decision Cases Analysis.

Unit V: Analyzing Financial Statements

LH 8

Concept and Objectives of Financial Statement Analysis; Techniques of Financial Statement Analysis: Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Analysis, Ratio Analysis: Liquidity, Solvency (Leverage), Efficiency (Turnover) and Profitability Ratios; their Uses and Interpretation, Business Decision Cases Analysis.

Unit VI: Key Terms and Trends in Financial Accounting

LH 4

- **Accounting Standards:** International Accounting Standards/International Financial Reporting Standards (IFRS), and Nepal Financial Reporting Standards (NFRS); Provisions of both Standards on presentation of Financial Statements.
- **Contemporary Issues in Accounting:** Foreign Currency Accounting, Inflation Accounting, Human Resource Accounting and Environment Accounting,
- **Accounting Reports:** Annual Report, Interim Accounting Report, Auditors Report, Directors Report and Corporate Governance Report.
- **Trends in Corporate Reporting:** Use of Artificial Intelligence (AI) in Financial Accounting, Data Analytics and Forecasting Tools, Cloud-based Accounting and Blockchain in Accounting.

References:

Koirala, M. R., Upadhyaya, T., Subedi, D., Regmi, G., & Bohara, I. (2021). *Principles of Accounting II*, Buddha Publications, Kathmandu.

Koirala, Y.R., Dhakal, A., Joshi, P., Singh, R., & Sharma, B. (2021). *Principles of Accounting II*, Asmita Publications, Kathmandu.

Kimmel, P., Weygandt, J., & Kieso, D. (2010). *Financial Accounting: Tools for Business Decision Making*. (5th Edition). New Delhi: Wiley India Private Limited.

Libby, R., Libby, P. A., & Short, D.G. (2011). *Financial Accounting*. (6th Edition), New Delhi: Tata McGraw Hill Education Private Limited.

Porter, G.A., & Norton, C.L. (2011). *Financial Accounting: IFRS Update*. (6th Edition). New Delhi: Cengage Learning India Private Limited.

Powers, M., & Needles, B.E. (2011). *Financial Accounting: A Case Based Approach*. New Delhi: Cengage Learning India Private Limited.

Course Title : Legal Framework of Business
Area of Study : Core
Code : FA 514
Credit Hour 2
LH 32

Course Objectives:

This course aims to provide a general understanding of legal processes and practices that have close relationships with the management of an organization. Understanding the legal environment of business and furthermore enables the students to apply their skills to comply with the legal knowledge they work for their organization.

Course Details:

Unit I: Introduction to Legal Framework of Business **LH 4**

- a. Meaning, Importance, and Sources of General law and Business law.
- b. Meaning, Nature, and Importance of Legal Environment of Business.

Unit II: Contract Law **LH 9**

- a. Meaning and essential elements of a valid contract.
- b. Differences between contract and agreement.
- c. Meaning and essential elements of offer and acceptance
- d. Consideration and its position on Civil Code 2074.
- e. Capacity to Contract: Minor, Unsound mind, and a legally disqualified person.
- f. Standard form of Contract
- g. Performance of Contract
- h. Termination of Contract
- i. Breach of Contract

Unit III: Company Law **LH 9**

- a. Meaning and characteristics of Company
- b. Incorporation of Company
- c. Meeting of the company and its procedures
- d. Functions of Board of directors and OECD Principles
- e. Compulsory and voluntary liquidation of a company
- f. Theories of Corporate governance and corporate social responsibility
- g. Worker's participation in Management
- h. Insider Trading /dealing

Unit IV: Labour Law **LH 5**

- a. Meaning, Nature, and Scope of Labour Law
- b. Welfare and Social Security (Labour Welfare and Social Security)
- c. Collective Bargaining

- d. Establishment and importance of trade unions
- e. Functions of Labour Court, Labour office and factory inspector

Unit V: Negotiable Instruments

LH 3

- a. Meaning and Importance of Negotiable Instrument
- b. Types of Negotiable Instrument
- c. Dishonor and Discharge of Negotiable Instrument

Unit VI: Concept of Intellectual Property Right

LH 2

Trademark, Copyright, Goodwill, Patent.

References

1. Anson's Law of Contract, 28th ed., Oxford University Press, 2010 Walton Street.
2. Gower and Davies, Principles of Modern Company Law, 11th ed. 2021, Sweet and Maxwell.
3. Bhandari Dilli, Business Law, 2nd ed., ABC Prakasan, 2018, Kathamandu.
4. DR. Neupane Avatar, Text Book on Company Law, Pairavi Book House Pvt. Ltd. 2076 Kathmandu.
5. Upreti Bharat Raj, Company Law, (Nepali Version), 2nd ed., FREEDEL, 2064 BS, Kathmandu.
6. K.C Yadav Kumar, Contract Law: A Comparative Study, Pairavi Prakasan, 2016, Kathmandu.
7. Thapaliya Agni, An Outlook Of Labour Jurisprudence, Makalu Publication House, Kathmandu, ISBN/ISSN 9789937573115

Acts

- Muluki Civil Code, 2074.
- Company Act, 2063
- Nepal Rastra Bank Act, 2058
- Bank and Financial Institution Act, 2073
- Insolvency Act, 2063
- Securities Act, 2063
- Negotiable Instrument Act, 2034
- Labour Act, 2074
- Trade Union Act 2049
- पेटेण्ट, डिजायन र ट्रेडमार्क ऐन, २०२२ (संशोधन सहित)

Course Title : Decision Sciences
Area of Study : Core
Code : FA 515
Credit Hour 3
LH 48

Course Objectives:

This course aims to equip students with quantitative skills needed for business decisions and to enable them use statistical software in data analysis for business decisions

Course Details:

Unit I: Probability Theory and Probability Distributions **LH 10**

1.1 : Probability (Review):

Definition and approaches to probability, addition and multiplication rules (independent events)

1.2 : Baye's Theorem:

Conditional probability and the multiplication rule of probability; Baye's theorem and its application

1.3 : Random Variable and Probability Distribution:

Definition and types of random variables; Mathematical expectation of random variables; Probability distribution of random variable and types of probability distributions

1.4 : Binomial and Poisson Distributions:

Meaning and Characteristics; Solution of related problems

1.5 : Normal Distribution:

Meaning and Characteristics; Solution of related problems; Normal approximation to Binomial distribution

Unit II: Sampling and Sampling Distribution **LH 4**

2.1 : Sampling:

Meaning; Objectives; Probability sampling methods

2.2: Sampling distribution of statistic (mean and proportion); Standard error of a statistic; Relationship between sample size and standard error; Sample size determination (for estimating a mean and a proportion)

Unit III: Estimation

LH 4

3.1 : Estimation: Meaning; Point and Interval Estimation; Criteria for a good estimator

3.2: Interval Estimates: The standard error of estimate; confidence limits and confidence intervals of estimates; solution of related problems (Single Mean and Single Proportion only)

Unit IV: Inferential Statistics

LH 10

4.1 : Inferential Statistics: Meaning; Need of inferential statistics in business

4.2: Hypothesis Testing:

Hypothesis; Types of hypotheses; Statistical hypothesis; Steps of hypothesis testing; One-tailed and two tailed tests; Errors in hypothesis testing; Type-I and Type-II errors, Level of significance, Power of test; Critical region; p-value approach and critical value approach of decision making in hypothesis testing

4.3: Some Parametric Tests:

Large sample (one sample and two sample) tests of mean and proportions (z-test); Small sample test of mean (t-test); Paired t-test for dependent samples; Variance ratio test (F-test); One way and two-way ANOVA (Mean Comparison Only)

4.4: Some non-parametric tests:

Chi square test for independence of attributes.

Unit V: Correlation and Regression Analysis

LH 6

5.1 : Correlation: Simple, Multiple and Partial Correlation coefficients (General Concepts)

5.2 : Regression:

Meaning of Linear Regression; Assumptions of linear regression; Simple and multiple linear regression; interpretation of regression results; Standard error of regression coefficients; Testing the significance of overall regression model; Testing the significance of the regression

coefficients; Coefficient of determination and its interpretation (*mathematical calculations only for simple regression*); Inclusion of Dummy Variable in Multiple Regression.

Unit VI: Data Analysis using SPSS

LH 14

Creating variables and data entry in SPSS; Recoding a variable; Computing new variable; Frequency distribution of a variable, Descriptive statistics of a variable; Examining the normality of the distribution; Exploratory data analysis (Stem and leaf and Box plot); Compare means and test the significance of differences of means of two or more samples; Cross tabulation (two way table concerning two categorical variables); Performing Chi square test for association of attributes, Obtaining correlation matrix; Fitting simple and multiple linear regressions; Testing significance of regression model and regression coefficients; Performing regression diagnostics of simple linear regression.

Instructions to Instructors for Internal evaluation:

Of the various components of internal evaluation, 50% (25 marks) has been allocated for skill tests in data analysis using SPSS. Students will be given an SPSS data file and skill tests will be conducted on an individual basis. A set of questions will be given to students and asked to perform a specified task using a given data file. The nature of the task will be running certain SPSS commands included in the syllabus, getting outputs, and interpreting the results.

References:

- Levine, D. M., T. C. Krehbeil, M. I. Berenson and P. K. Swaminathan. 2011. *Business Statistics, A First Course (Fifth Edition)*. Dorling Kindersley (India) Pvt. Ltd.; Licensees of Pearson Education in South Asia.
- Levin, R. I. and D. S. Rubin. 1997. *Statistics for Management (Seventh Edition)*. New Delhi: Prentice Hall of India Limited.
- Levin, R. I., D. S. Rubin, S. Rastogi and M. Husain. 2013. *Statistics for Management (Seventh Edition)*. Dorling Kindersley (India) Pvt. Ltd.; Licensees of Pearson Education in South Asia.
- Sthapit, A. B., H. Gautam, P. R. Joshi and P. m. Dangol. 2016. *Statistical Methods (Fifth Edition)*. Kathmandu: Buddha Publications Pvt. Ltd.
- Shrestha, S. and D. P. Silwal. 2006 (2063 B. S.). *Statistical Methods in Management*. Kathmandu: Taleju Prakashan.
- Field, A. 2017. *Discovering Statistics using IBM SPSS Statistics (Fifth Edition)*. Sage Publications.

Purbanchal University
MBA I Semester

Course Title : Principles and Contemporary Practices of Management
Area of Study : Elective
Code : EL 516
Credit Hour : 2
LH : 32

Course Objectives:

This course deals with management concepts & philosophies, important contemporary trends, concepts, issues and perspectives in management. The course will thus enable students to consider the complexity of these trends and issues, explore the available literature and apply the emerging concepts to Nepalese business scenarios. This also allows students to build upon the principles of management to study the contemporary trends and developments in the field of management as found in business practices.

Course Details:

Unit I: Introduction to Management

LH 3

An Overview of management concept and approaches, business management, the management process, Type of managers (General, functional and line managers), Basic managerial roles and skills, changing job of managers, changing organizational perspectives

Unit II: Philosophical Aspects of Management

LH 4

The classical philosophy (Scientific management, administrative management and Bureaucratic management), Behavioral management philosophy (human relation movement and Hawthorne studies), System and contingency philosophy, Emerging issues and challenges in Nepalese business.

Unit III: Planning and Decision-Making

LH 5

Planning: Meaning, levels of planning, planning horizons, planning process, meaning and use of single use, standing, contingency and derivative planning, Pitfalls and their improvement in planning. Decision Making: Concept, process of rational decision making, type of problems and decision-making, decision-making conditions and styles. Planning and decision-making practices in Nepalese organization.

Unit IV: Organizational Architecture and Structure

LH 8

Concept of organizational architecture and structure, Designing structure: Vertical differentiation (Tall Vs. Flat), horizontal differentiation (Functional, multi-divisional, geographical, and matrix), and integrating mechanisms (formal knowledge network and strategy, coordination and integrating mechanisms), the concept of authority, responsibility and accountability and creating accountability in business organizations, 360-degree structure, Mechanistic and organic structure, Nepalese practices in organizational architecture.

Unit V: Communication and Control

LH 4

Concept of business communication, communication process, parties involved in communication, communication barriers, and their improvement. Meaning, process, and types of control, essentials of an effective control system, control tools, and techniques used in the management process, controlling practices in Nepal

Unit VI: Contemporary Practices of Management

LH 8

Management's new paradigms, self-management and employee empowerment strategies, diversity management, benchmarking and outsourcing, business process reengineering, knowledge management, relationship management, green management, appreciative inquiry, emotional intelligence, artificial intelligence,

References

Stephen P. Robins & David A. Decenzo. Fundamentals of Management. Delhi: Pearson Education Inc.

Bateman, T. S. and Snell, S. A., *Management: Competing in the New Era*. New Delhi: McGraw Hill.

Bauer, T., Erdogan, B., and Short, J. *Principles of Management*. Boston: Flatbook.

Harvey, B. *Understanding and Managing Diversity*. New Delhi: Pearson Education.

Reading Materials

Charles W. L. Hill & Steven L. McShane. Principles of Management. Irwin: McGraw-Hill.

Ricky W. Griffin . Management Principles and Applications. New Delhi: CENGAGE Learning

Purbanchal University
MBA I Semester

Course Title : **Introduction to Computing**
Area of Study : **Elective - I**
Code : **EL 517**
Credit Hour : **2**
LH : **32**

Course Objectives:

The fundamental aim of this course is to teach students the basics of computing. Students, in this course, will learn the fundamentals of computing including computer basics and organization, common tools and applications, data representations,

Course Details:

Unit I: Introduction to Contemporary Technology: **LH 3**

Internet of Things (IOT), Cloud Computing, Multimedia, Artificial intelligence (AI), Computers in the Modern Business Aspects; The Digital Firm; Digital Revolution;

Unit II: Word Processing **LH 8**

Creating a document-Opening, Editing, and Saving in different formats, using Help; Password protection, Spell Checking, Grammar

Formatting a document- Character Formatting, Line Spacing, Alignment, Boarding and Shading, Page Breaks, Columns, Changing Case, Tab **Setting**, Indenting, Margins, Header and Footer, Spell Checking the Documents, Creating and Managing Tables, Preview and Printing documents, Adding and Removing Numbers, and merging documents; hyperlink

Templates, Wizards, and Macros- use of templates, create templates, create a document using wizard, mail merge wizard, record and run macros, edit macros

Unit III: Spreadsheet **LH 10**

Lunch, Locate and Open a workbook, enter and edit data in a worksheet, create and revise formulas, copy formulas with relative, absolute, and mixed cell references, Basic functions, Insert Function dialog box (If function, Date and Time function, Lookup function and formulas, math and Trigonometric function, random and random number function, Logical function, text and information function, count and database function, statistical functions, Financial function), Link worksheets and workbooks, Identify basic terms and guidelines for creating lists, enter

data in a list using data validation, create custom filters, Use macros, create templates, use data analysis, create PivotTable reports, create PivotChart reports, Create charts, modify charts, Integrate Excel data with Word and PowerPoint.

Unit IV: Database:

LH 3

Introduction to the database, SQL, Introduction to MYSQL Database.

Unit V: Presentation:

LH 4

Fundamentals of Presentation, Starting presentation slides, Slides Designs, Template resources, Techniques of presenting slides, Do's and Don'ts in multimedia slides, Slide transition, Animation, and other effects, Hyperlink with Video and other sources

Unit VI: Computer Network:

LH 4

Internet, Intranet and Extranet, Information Super highway, LAN, PAN, MANAND WAN History and Core of Internet; IP Address and DNS; Clients and Servers; World Wide Web and Web Browsers; Types of Websites; Search Engine

References:

- Access to a computer and the Internet.
- Access to Microsoft Office 2016 (Word, Excel, PowerPoint)
- Microsoft Excel Professional 2021 Guide, CA Manmeet Singh Mehta, Paperback ,BpB Publication, October 2022
- Advanced Analytics with Excel 2019: Perform Data Analysis Using Excel's Most Popular Features, Paperback, Manisha Nigam, January 2020
- Word 2019 in easy steps, by Scott Basham, November 2018
- Learn to use Computer, MS Word, PowerPoint, and Excel: First Edition, Inderjeet Singh, August 2019
- Introduction to Computers, Norton Peter, Tata McGraw Hill, New Delhi, 2017

Instructions for Colleges/Campuses

1. The instruction and evaluation medium of the course is English. Students will write the semester-end examination in English and no other language will be eligible for the exam.
2. **Evaluation of Internal Assessment Marks**

Nature of assessment	Weightage	Percentage
Class Test (at least two)	15 marks	30%
Attendance 95% above - 100% of marks 90% to 95% - 90% of marks 80% to 90 - 80% of marks Less than 80% - NQ	10 marks	20%
Class Presentation/ Assignment/ Case studies and other Class Activities	15 marks	30%
Term Paper	10 marks	20%

In case a student fails to secure 20 out of 50 for MBA in the internal assessment (all four components taken together), he/she shall not be allowed to appear for the Semester end examination. Record of the internal assessment should be maintained by concerned faculty of the concerned colleges. The semester end examination for the theoretical courses will be in written form of 50 marks for MBA. The University shall conduct this examination for each course at the end of each Semester. The duration of examination shall be 3 hours for each course.

The internal evaluation will be done by the faculty assigned to the course. The faculty and school will provide remarks to any students given more than 80 percent in the internal evaluation and the proof of evaluation will be kept for scrutiny by the Dean's Office. If the college fails to show the proof or the Dean's office representative is not satisfied with the marking, will have the right to change, which will be the final internal evaluation marks.

3. Question Pattern for Semester End Examination

Full Marks	50
Pass Marks	20
Time	3 hours

Section A:	(1x10= 10)
Analytical Question (I, and II Sem,)/Case Study (III and IV Sem,)	
(Q1): Analytical Questions/Case Study to assess the understanding of the main core of the subject. The word limit for the answer should not be more than 500 words in non-numerical	

subjects.	
Section B:	(6X5= 30)
Descriptive Answer Type Questions (Any 6 out of 7)	
(Q2-Q8): Basic Understanding of Theories, Concepts, Numerical, Explanations, Examples, and Practical issues related to topics covered in the Syllabus. The word limit for the answer should not be more than 250 words in non-numerical subjects.	
Section C:	
Short Answer Type Questions	(5X2= 10)
(Q9-Q13): Questions to understand the meaning, definition, full form, formulas, and 3-4 lines answers. The word limit for the answer should not be more than 50 words in non-numerical subjects.	

Note:

- a. Question paper should cover all the units of the syllabus and should try to divide marks according to the weightage of the Unit in terms of lecture hours assigned.
- b. If it's a numerical subject, the Question paper should have at least 30 percent of Theoretical answer-type questions
- c. Section B will have one question as a choice.
- d. Question paper should have three categories of questions- 60 percent around the basic understanding of the concepts mentioned in the syllabus (**which can be attempted by even an average student**), 30 percent as to understand the knowledge gained by the students (**which can be attempted by good student**), and 10 percent as to understand the skills acquired by the students (**which can be attempted by intelligent student**)

PURBANCHAL UNIVERSITY

Faculty of Management

Syllabus Of

Master of Business Administration (MBA)

(Semester II)

With Effect from Fall Session, Batch 2022

Dr. Anupama

Purbanchal University
MBA II Semester

Course Title	: Accounting for Managers – II
Course Code	: CO521
Area of Study	: Core
Credit Hour	: 3
LH	: 48

Course Objective

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business and to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Details:

Unit I : Foundation of Management and Cost Accounting

LHS 6

Concept, Origin and Evolution; Need, Nature and Scope; Importance and Limitations; Management Accounting in Nepalese Perspective, Cost Concept and Classification, Cost Segregation, Cost Management and Cost Estimation, Management Accounting Perspectives of the Business Enterprise, Basic Assumptions in Management Accounting.

Unit II : Income Measurement

LHS 6

Income Measurement under Variable and Absorption Costing Method (Numerical), Differences between two methods and its applications in a business, Reconciliation of differences in profit reported and its implications, Case analysis.

UNIT III: Cost Volume Profit Analysis

LHS 8

Understanding the concept of CVP Analysis, Components, Assumptions and Limitations of CVP Analysis, CVP Analysis and Decision Making: CVP for both a Single Product and a Multi - Product Firm, Under the Condition of Resource Constraints and Uncertainty (Numerical), Use of CVP Analysis in Profit Planning, Case analysis

UNIT IV: Planning and Control

LHS 12

Introduction to Budgeting and Budgeting Processes, Objectives and Characteristics and Fundamental Principles of Budgeting, Forecasting and Budgetary Control, Responsibility Centers and the Behavioral aspects of Budgeting, Use of budget in responsibility accounting, Preparation of Budget: Flexible Budget, Functional Budget, Financial Budgets and Master Budget (Numerical) Case analysis

UNIT V: Decision Making

LHS 8

Understanding the Concept of Decision Making, Strategic and Tactical Decision Making, Short Run

Vs Long Run Decision Making, Management Accounting Decision Models: Balance Sheet Model, Income Statement Model, Cost of Goods Manufactured Model, Decision Making regarding Make or Buy, Accept or Reject Special Offer, Drop or Continue a Product Line (Numerical), Case Analysis

UNIT VI: Performance Evaluation and Control System

LHS 8

Management Accounting and Control System: Technical Considerations and Behavioral Considerations, Standard costing: Meaning, Advantages and Disadvantages, Standard Costing and Variance Analysis: Material, Labor, and Overhead Variance, its interpretation and implications in Management Accounting, Value Added Analysis and Interpretation.

References:

Koirala, Gyawali, Fago, subedi and Niraula; Management Accounting, Kathmandu: Buddha Publication.

Lynch, R.M. & Williamson, R.W. (2001). Accounting for Management. New Delhi: Tata Mcgraw-hill
Kaplan and Atkinson; Advance Management Accounting, New Delhi: Prentice Hall of India.

Munakarmi, S.P. et al; Management Accounting, Kathmandu, Januka Publication

Purbanchal University
MBA II Semester

Course Title : **Human Resource Management and Organizational Behavior**
Course Code : **CO522**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

The purpose of this course is to develop knowledge and skills of students on the concept, functions, systems and techniques of managing human resource successfully in different organizations and in other practical fields.

Course Details:

A. Human Resource Management

Unit I: Introduction to human resource management (HRM) LHS 4

Meaning, Characteristics, Objectives, Functions and Importance of Human Resource Management, Role and qualities of HR manager, HR ethics

Unit II: Acquiring human resources LHS 8

- **Job design:** Meaning, objectives and techniques of job design;
- **Job Analysis:** Concept, importance and process, Techniques of obtaining job analysis information, Outcomes of job analysis (Job description, Job specification and Job evaluation);
- **Human Resource Planning:** Meaning, importance and process of HRP, Use of human resource information system in HRP, Forecasting HR demand and supply;
- **Recruitment:** Meaning, goals, process and sources of recruitment;
- **Selection:** Concept, purposes, process and methods of selection.;
- **Orientation and socialization:** Concept and process.

Unit III: Employee Training and Development LHS 5

- **Employee training:** Concept, Objectives, Determining training needs, training methods, evaluating training effectiveness;
- **Employee development:** Concept and methods

Unit IV: Utilizing Human Resources LHS 5

- **Performance appraisal:** Meaning, importance, process and methods;
- **Compensation:** Concept, determinants and methods of compensation. Job evaluation (use and methods); incentives (meaning and types), Contemporary issues of compensation in Nepal

B. Organizational Behavior

Unit V: Introduction to Organizational Behavior (OB)

LHS 4

Concept, Basic assumptions, OB System, importance, Levels of OB Analysis, Contributing Disciplines to the field of OB, Challenges and Opportunities for OB Managers, Emerging trends of OB

Unit VI: Foundation of Individual Behavior

LHS 8

- **Individual Behavior:** Concept, Individual behavior as an Input- Output System, Factors influencing individual behavior
- **Perception:** Concept, process, importance, factors affecting perception, application of perception in organization, attribution and attribution errors
- **Personality:** Concept, Determinants of personality, Big Five Personality Theory, personality and behavior, linking an individual's personality to the workplace, major personality attributes influencing Organizational behavior
- **Motivation:** Concept, process, importance, types, theories (Need Hierarchy, Two Factor, Theory X and Theory Y, Need Achievement, ERG, Equity, Expectancy, Reinforcement, Goal Setting), Relationship between motivation and performance, Emerging issues of motivation

Unit VII: Groups Behavior in Organization

LHS 8

- **Group:** Concept, reasons of group formation, stages of group formation, types of group, Group structure, Work group behavior
- **Team:** Concept, features, types, creating effective teams, emerging issues in managing work group and team
- **Leadership:** Concept, functions, types, qualities of effective leadership, Theories/ approaches of leadership – Trait theory, Behavioral theory (The Ohio State Studies, The University of Michigan Studies, The Managerial Grid), Contingency theory (Fiedler Model, Path Goal theory, Hersey and Blanchard's Situational theory), Leader-Member Exchange (LMX) theory, Decision theory of leadership, emerging approaches to leadership

Unit: VIII: Conflict and Organization Culture

LHS 6

- **Conflict :** Concept, features, types, Dynamics of inter-group conflict, sources of conflict, Conflict management strategies (interpersonal, Structural), application of conflict management at workplace
- **Organizational Culture :** Concept, functions, creating and sustaining culture

References:

DeCenzo, David A. and Robbins, Stephen. P. (Sixth edition), Fundamentals of human resource management, New Delhi: Wiley- India.

Dessler, Garry and Varkkey, Biju,(Eleventh edition), Human Resource Management. Delhi: Pearson Education.

Luthans, Fred (2005). Organizational Behavior- An Evidence-Based Approach; 12th Edition
Mcgraw Hill, Irwin

Poudyal, Santosh Raj and Pradhan, Gopal Man, Organizational Behavior (2020), Advance
Saraswati Prakashan,Kathmandu, Nepal

Robbins, S. P. and judge, Timothy A. (2014), Organizational Behavior, 16th Edition, Pearson

Course Title : **Economics for Managers**
Course Code : **FA523**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

Course Objective: The objective of the course is to develop analytical skill of the students to understand the theories and practices in managerial and macroeconomics as they are applied to the area of business economy for decision making and policy formulation process.

Contents :

Unit I: Introduction to Economics

LHS 8

Principles of Economics, Managerial Economics, Economics and Decision Making, Nature of the firm, Economic Profit, Managerial Theories of firm, Baumol's Dynamic Model; Marris's Model of the Managerial Enterprise

Unit II: Theory of Demand and Supply

LHS 8

Theory of Demand: Theory of Consumer Behavior, Cardinal and Ordinal Utility, Indifference Curve, Budget Line, Consumer's Equilibrium, Concept of Revealed Preference Hypothesis: Derivation of Demand Indifference Curve, Elasticity of Demand (Price, Income, Cross) [Numerical Analysis]; Derivation of Market Demand Curve; Supply, Market Supply, Shift in Supply Curve, Price elasticity of Supply, Demand and Supply Equilibrium/Market Equilibrium

Unit III: The Production Theory and Market Analysis

LHS 8

The Production Function, Production with One and Two variable Inputs, Iso - quant's, Producer's equilibrium, Expansion path, Factor Productivity, Perfect Competition Market Equilibrium of Firm and Industry in Short and Long-run, Monopoly Market: Equilibrium of Firm and Industry in Short and Long-run under Monopoly Market, Shut Down Position of Monopoly, Monopolistic Competition: Short Run and Long Run Equilibrium, Price Discrimination, Oligopoly; Concepts on Collusion, Cartel, Price Leadership; Game Theory: The Payoff Matrix, Nash Equilibrium [Numerical Analysis]

Unit IV: National Income Accounting and Income Determination

LHS 8

Concepts of National Income, Various Concepts of National Income Calculations: Gross Domestic Product, Real and Nominal Gross National Product, National Income at Factor Cost, Personal Income, Disposable Income, National Income at Current Price and Constant Price, Measurement Methods of National Income, Difficulties in the Measuring National Income, Sectoral Accounting in National

Income, Output and Employment Equilibrium Under Four Sector Economy - Algebraic Analysis, Multiplier; Investment Multiplier, Super Multiplier, Tax (subsidy) Multiplier, Foreign Trade Multiplier, Accelerator; Impact on Income Generation- [Numerical Analysis], Current Macro Economic Performance of a Country and Globe.

Unit V: Growth Models

LHS 8

Factors of Determining Economic Growth, Keynesian Macro Economic Model, Harrod Growth model, Domar Growth Model, Solow Growth Model, Endogenous Growth Model, Recent Innovations in Growth Models

UNIT VI: Fiscal and Monetary Policy

LHS 8

Approaches of Current Monetary Policy and Fiscal Policy; Monetary Policy Objectives, Instruments (Qualitative and Quantitative), Indicators, Targets, Goals, Limitations; Approaches of Fiscal Policy, Fiscal Policy Objectives, Counter-cyclical Fiscal Policy, Phases of Business Cycle; Demand–Pull Inflation and Cost Push Inflation, Equilibrium and Disequilibrium in the Balance of Payment, Fiscal Deficit and Economic Growth, Foreign Exchange: Fixed and Flexible Exchange, and Bretton Woods System

Text and Reference Books:

1. N. G. Mankiw, Principles of Microeconomics, (8th edition, Boston: Cengage Learning 2018) or [Recent edition] for **Unit – I**
2. Craig H Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, 4/ed, Pearson Education, New Delhi, 2003 [Recent edition] for **Unit – I, Unit – III,**
3. A. Koutsoyiannis, Modern Micro Economics Second Edition International Edition [Recent edition] for **Unit – I, Unit – II, and Unit – III**
4. H. L. Ahuja, Advance Economic Theory [Recent edition] for **Unit – II**
5. Dwivedi D.N., Macroeconomics Theory and Policy, The McGraw – Hill Companies 2006 [Recent edition] for **Unit – II & IV**
6. H. L. Ahuja, Macro Economics Theory and Policy [Recent edition] for **Unit – IV, V & VI**

Suggested References for Micro Economics

1. K K Seo, Managerial Economics, 6/ed, Surjeet Publications, 2003 [Recent edition]
2. Dominic Salvatore, Microeconomics Theory and Application, 4/ed, New York Oxford University Press, 2003. [Recent edition]
3. Dwivedi D. N., Microeconomics Theory and Applications, Pearson Education, New Delhi, 2003 [Recent edition]
4. Peterson and Lewis, Managerial Economics, 4/ed, Prentice-Hall of India, 2006 [Recent edition]

Suggested References for Macro Economics

1. Edward Shapiro: Macroeconomic Analysis, [Recent edition]
2. David Sneden: Macroeconomics [Recent edition]
3. Amartya Sen; Growth Models in Economics [Recent edition]

4. Dornbusch and Fischer; Macroeconomics [Recent edition]

5. A.C. Chiang; Fundamental Methods of Mathematical Economics [Recent edition]

Course Title : **Financial Management**
Course Code : **CO524**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

This course aims to enable students to appreciate the significance of concepts, theories and practice of financial decision making in the firms and to make them analytical and problem solving skills for making investment, financing and dividend decision along with managing working capital. The course also aims to familiarize students with emerging issues in finance and enable them to critically analyze these issues

Contents

Unit I: Introduction

LHS 3

Nature of financial management; Goals of financial management; managerial actions to maximize shareholder's wealth; Agency conflicts and corporate governance; Ethics in financial decisions, Finance functions in Nepalese enterprises

Unit II: Financial Statement Analysis

LHS 4

Financial statements and reports; nature and need of financial analysis; Financial ratio analysis and their types, Comparative ratios and benchmarking, uses and limitations of ratio analysis; Tying the ratio together; Trend analysis, common size analysis and percentage change analysis

Unit III: Risk, Return and Portfolio Analysis

LHS 4

Investment return and risk; Measurement of return and stand alone risk; Measurement of return and risk in the context of portfolio; selection of efficient portfolio; Optimal portfolio; Beta coefficient and Capital Asset Pricing Model (CAPM); Security Market Line (SML)

Unit IV: Time Value of Money

LHS 4

Overview of time value of money, present and future values; Annuities and perpetuities, uneven or irregular cash flows, semiannual and other compounding periods, Types of interest rates, amortized loans

Unit V: Security Valuation and Cost of Capital

LHS 9

Overview of security valuation; bond valuation, bond yields, bond risks; Right and privilege of

common stockholders, common stock valuation models; Dividend discount model, price –earning model, valuation of entire firm; Stock market equilibrium; Preferred stock valuation ; Corporate valuation and cost of capital; Weighted average cost of capital and its components; Marginal cost of capital, factors affecting the weighted average cost of capital; Cost of capital in privately owned firms and small business, Managerial issues and the cost of capital

Unit VI: Capital Budget Decisions

LHS 7

Overview of capital budget decisions, estimation of cash flows, capital budgeting decision tools; non-discounted cash flow techniques and discounted cash flows techniques; how to use different capital budgeting methods; Mutually exclusive projects with different lives

Unit VII: Dividend Decision

LHS 5

An overview of cash distributions, cash dividend payment procedures; The relevance of dividend policy, dividend irrelevance arguments, dividend relevance arguments; Types of dividend policies, other forms of dividends: stock dividends and stock repurchase, stock splits, dividend practices in Nepal

Unit VIII: Supply Chains & Working Capital Management

LHS 8

Overview of working capital management, operating and cash cycle, cash conversion (CCC), alternative working capital policies; cash management; Inventory management, Receivable or credit management

Unit IX: Merger and Corporate Control

LHS 4

Rationale for mergers; Types of mergers; Level of merger activity; Hostile versus friendly takeovers, synergy of merger and acquisitions, legal and regulatory provisions relating to mergers and acquisitions in Nepal, Merger mistakes

References:

Brigham, Eugene F. and, Ehrhardt , Michael C. **Financial Management: Theory and Practice**. New Delhi: Cengage Learning India

Gitman L.J. **Principles of Managerial Finance**. India: Pearson education Asia

Ross, Stephen A. Westerfield. Randolph W., Jaffel and Kakani, Ram Kumar. **Corporate Finance**. New Delhi: McGraw-Hill Education India.

Pradhan R. S **Financial Management**. Kathmandu: Buddha Academic publishers and distributors pvt.ltd

Purbanchal University
MBA II Semester

Course Title : Operations Management
Area of Study : Core
Credit Hour : 3
LH : 48

Course Objectives:

The main objective of this course is to provide knowledge of operations management and its application in manufacturing and service organization focusing its area of product and service design, location and layout decision at operational level, quality control and inventory management.

Course Details:

Unit I: Concept of operation management

4 LH

Introduction, Process Management, The Scope and evolution of Operations Management, Transformation process, Operations Management and Decision Making, Key Issues for Today's Business Operations.

Unit II: Operation strategies and Competitiveness

6 LH

Role and importance of operations strategy, developing business strategy, competitive priorities, Organization strategy versus operations strategy, Productivity: Concept, measurement of productivity-partial and multifactor productivity [Numerical], factors affecting productivity and productivity improvement.

Unit III: Product and service design

6 LH

Introduction, reasons of product and service design, phases of product and service design process, Other consideration in product design: Degree of standardization, mass customization, robust design, degree of newness. Techniques of product and service design: Quality functional deployment, Kano model.

Unit IV: Location planning and analysis

4 LH

Concept, factors affecting location decision in manufacturing and service, Location models: Factor rating, load distance score, center of gravity and break even analysis. [Numerical]

Unit V: Process selection and layout planning

6 LH

Introduction, Key issues in process selection, Types of process, designing process: process flow chart, process performance matrix, Facility layout: Introduction, types of layout, designing product layout: line balancing, splitting task, Designing process layout. [Numerical]

Sabry *Gasho*

Unit VI: Total Quality Management**4 LH**

Concepts of Total quality management, dimensions of quality in manufacturing and service, QC tools, Quality of costs, Six-Sigma, Statistical process control: control charts for variables and attributes [Numerical], acceptance sampling, process capability.

Unit VII: Inventory Management**LH 8**

Introduction, importance of inventory management, cost of inventory, Inventory control system: Q-model and p-model, establishing safety stock under Q-model and p-model, other inventory models: Quantity discount model, single period models and uses during production model [Numerical], ABC Inventory planning system.

Unit VIII: Production planning and control**LH 6**

Meaning, Objectives & Procedure of Production planning, Routine, Scheduling: FCFS, SPT, EDD, Slack, Critical ratio, Moore and Johnson rule [Numerical], Aggregate planning: Concept, level strategy, chase and mixed strategy, Production Control- Meaning, Objective, Factors affecting production control.

Unit IX: JIT and lean system, MRP, ERP**LH 4**

Concept of JIT and lean, Building block of lean, JIT-II, Concept of MRP and inputs of MRP, Concept of ERP.

References:

1. William J. Stevenson, "Operations Management", Tata McGraw Hill
2. Lee Krajewski, Larry Ritzman, Manoj Malhotra, "Operations Management, Process and value Chains", Pearson Practice Hall.
3. Richard B. Chase, F Robert Jacobs, Nicholas J. Aquillaw, Nitin K Agarwal, "Operations Management, for Competitive Advantage", Tata McGraw Hill
4. Hillier F.S.,Lieberman G.J. (2005). Introduction to Operations Research: Concepts and cases. New Delhi: Tata McGraw-Hill.
5. 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.



Course Title : E-Commerce and Digital Marketing
Course Code : EL527
Area of Study : Elective - II
Credit Hour : 2
LH : 32

Course Objectives:

To provide the students with the theoretical background of e-commerce and its application in business and develop a working e-commerce site.

Unit I: Introduction to Electronic Commerce LHS 4

E-Commerce and E-Business. Comparison of E-Commerce with Traditional Commerce, Advantages and Disadvantages of E-Commerce, Media Convergence, Business Applications of E-Commerce, Need for E-Commerce and E-Business, Basics of E-Commerce: Network and Electronic Transactions Today, M-Commerce and its application

Unit II: Business Models of E-Commerce LHS 4

Business Models and its Importance; Business-to-Business (B2B) E-Commerce, uses and advantages/disadvantages, Business-to-Consumer (B2C) E-Commerce, uses and advantages/disadvantages, Consumer-to-Consumer (C2C) E-Commerce, uses and advantages/disadvantages, Consumer-to-Business (C2B) E-Commerce, uses and advantages/disadvantages

Unit III: The Internet and WWW LHS 3

Evolution and features of Internet, Domain Names and Internet Organization (.edu , .com , .mil .gov , .net etc), Types of Network(LAN , MAN, WAN), Internet Service provider, World wide web

Unit IV: Internet and Extranet LHS 5

Definition of Internet, Advantages and Disadvantages of the Internet, Information Superhighway (I-way) and its component, Component of an Intranet Information technology structure, Development of an Intranet, Extranet and Intranet Difference, Role of Intranet in B2B Application.

Unit V: Security Framework LHS 5

Secure Transaction, Computer Monitoring, Privacy on Internet, Computer Crime (Laws, Types of Crimes), Threats, Software Packages for Privacy, Hacking, Computer Virus (How it spreads,

Virus problem, Virus protection, Encryption and Decryption (Secret key Cryptography, DES, Public key Encryption, RSA); Authorization and Authentication, Firewall, Digital Signature (How it works).

Unit VI: Electronic Data Interchange

LHS 3

Concepts of EDI and Limitation, Application of EDI, Disadvantage of EDI, EDI Model

Unit VII: Electronic Payment System

LHS 3

Introduction, Importance of Electronic Payment System. Types of Electronic payment system, Payment types, Traditional payment, Value exchange system, Credit card system and working principle, Smart Card and its working mechanism, electronic cash, its properties and working mechanism, E-Cheque, Electronic Funds Transfer.

Unit VIII: Internet Marketing

LHS 5

The PROS and CONS of online shopping, the cons of online shopping, Justify an Internet business, Internet marketing techniques, The E-cycle of Internet marketing, Personalization e – Commerce

Case Studies:

Visa Card, Master Card, PayPal, Amazon Payments, Google Wallets, Apple Pay, eSewa, Pay Bill, iPay, Hello Paisa

Laboratory Work:

Based on subject students have to make an e-commerce site individually or in group and complete report need to be submitted to the department via subject teacher for their internal assessment marks.

References:

- Andrew B. Whinston and Ravi Kalakota, “Frontiers on Electronics”, Pearson 1996, ISBN 81-7808-357-5
- Electronic Commerce by Gary P. Schneider
- Kenneth C. Laudon, Carol G. Traver, “E-Commerce Business, Technology, Society”, Pearson
- E-Commerce Concepts, Models, Strategies by G.S.V Murthy
- E-Commerce by Kamlesh K Bajaj and Debjani Na

Purbanchal University
MBA II Semester

Course Title : **Introduction to Public Relations**
Course Code : **EL528**
Area of Study : **Elective - II**
Credit Hour : **2**
LH : **32**

Course Objectives:

Course Details:

Unit I: Definition of Public Relations

LHS 7

Public Relation Meaning, Public Relations Management: Skills, Activities & Departmental Structure, Public Relations and its importance to the company, Public Relations different from advertising, Public Relations different from Marketing, Communication - Definition & Importance, Public Communication: Definitions & Techniques, Public Relations in the 21st Century
Foundations of Public Relations, Propagandist: Definition & Examples, Evolution of Modern Public Relations

Unit II: Communication in Public Relations

LHS 6

Functions of Communication, The Communication Process, Public Relations & Communication, Semantics, Crafting a Public Relations Message, Information Flow as a Public Relations Tool, Models for Public Relations: Grunig-Hunt, Two-Step Flow Communication Model, Concentric Circle Theory of Public Relations, Pat Jackson's Public Relations Model, Public Relations Agency vs. In-House PR Departments,

Unit III: Media

LHS 6

Media- Definition, Importance & Examples, Journalism- Definition, Roles & Issues, conducting a Professional Media Interview, giving a Professional Media Interview, Publicity, Social Media - Definition, Use & Strategies, Web Presence: Definition & Importance, The Role of Social Media in Business Communication, Internet Communication: Social Media, Email, Blog, & Chat, Social Networking: Definition and Professional Use

Unit IV: Effective Writing for Public Relations

LHS 7

Public Relations Writing - Characteristics & Skills, News Release - Essential Guidelines, Writing a News Release: What's Newsworthy, News Releases in the Internet Age, Effective Prewriting: Instructions and Examples, The Inverted Pyramid in Journalistic Writing, Structuring Paragraphs and Sentences: Tips and Tricks, Readability: How to Write So Others Will Understand, Writing for Your Audience, Common Writing Pitfalls and How to Avoid Them, and Self-Editing: Definition & Concept

Unit V: The Public Relations Plan**LHS 3**

Public Relations Plan: Example & Overview, Setting Goals for a Public Relations Campaign, Developing a Public Relations Plan, Components of a Written Public Relations Plan,

Unit VI: Crisis Management and Public Relations**LHS 3**

Public Issues & Their Significance in the Modern Corporation, Effective Issue Management Process, Crisis Planning & Management in Business: Definition & Elements, Risk Communication Theory, and Application, Crisis Management & Current Communications Phenomena

References

Effective Public Relations and Media Strategy, Reddi C. V. Narasimha, PHI, 2019

A Modern Guide to Public Relations, Amy Rosenberg,

Public Relations, Edward L Bernays

Course Title: Entrepreneurship and Social Enterprises

Area of Study: Core

Code No: CO 531

Credit Hour: 2

LH: 32

Course Objective

This course equips MBA students with the knowledge and skills to launch and lead businesses that solve social problems profitably.

Contents:

Unit I: Introduction

LH 5

Evolution of the Concept of Entrepreneur. Meaning of terminologies: Entrepreneur, Entrepreneurship, Business Person, and Entrepreneurship Development. Characteristics of Successful Entrepreneurs. The Charms of Becoming an Entrepreneur. Functions of Entrepreneur: Entrepreneurial Functions, Managerial Functions, Promotional Functions and, Commercial Functions. The Danhof classification of entrepreneurs. Distinction between an Entrepreneur and a Manager. Difference between Entrepreneur and Intrapreneur. Social Entrepreneur. Growth of Entrepreneurship in Nepal, Entrepreneurship Competency Development (ECD) in Nepal. Institutional Support and Entrepreneurial Ecosystem in Nepal: Government Agencies--DoI, IEDI, CTEVT, and Industrial States, Specialized Agencies—FNCCI, BMOs, Consultancy Agency: Law Firm, Audit Firm, BDS providers.

Unit II: Women Entrepreneurship

LH 4

Concept of Women Entrepreneur. Problems of Women Entrepreneurs. Importance of Women Entrepreneurship. Strategies for the Development of Women Entrepreneurs: Encouraging Home-based Businesses, Widespread Business Education, Better Financial Assistance, Wider Access to Technology and Group Entrepreneurship/ Grassroots.

Unit III: Agri-preneurship, Rural, Tourism, and Technology Entrepreneurship

LH 9

Agri-preneurship: Introduction. Entrepreneurial Opportunities in Agri-business: Agriculture, Horticulture, Food Processing, Animal Husbandry, Fishery, and Biotechnology. Challenges Involved in Developing Agri-preneurship. Suggestions for Developing Agri-preneurship.

Rural Entrepreneurship: Meaning of Rural Entrepreneurship. Need for Rural Entrepreneurship. Problems of Rural Entrepreneurship. How to Develop Rural Entrepreneurship.

Tourism Entrepreneurship: Meaning of Tourism Entrepreneurship. Tourism Enterprise, Entrepreneur and Entrepreneurship. Eco-Tourism/ Nature Tourism/ Rural Tourism.

Technology Entrepreneurship: Technology Entrepreneurship Today: Trends, Opportunities, Challenges. Five Pillars of Technology Entrepreneurship.

Unit IV: Social Entrepreneurship and Family Business

LH 4

Social Entrepreneurship: Meaning of Social Entrepreneurship. Difference between Business Entrepreneurship and Social Entrepreneurship. Key Attributes of Social Entrepreneurs. Boundaries of Social Entrepreneurship.

Family Business: Meaning of Family Business. Types of Family Business. Advantages and Disadvantages of Family Business. Major Challenges Faced by Family Business. Making Family Business More Effective.

Unit V: Opportunity Identification and Selection

LH 3

Need for Opportunity Identification and Selection. Types of Business Environment. Identification Business Opportunity: Idea Generation, Opportunity/ Product Identification. Opportunity Selection.

Unit VI: Formulation of Business Plan

LH 7

Formulation of Business Plan: Meaning and Importance of Business Plan. Contents of Business Plan. Formulation of Business Plan: General Information, Project Description, Market Potential, Capital Costs and Sources of Finance, Assessment of Working Capital Requirements, Other Financial Aspects, Economic and Social Variables, and Project Implementation. Common Errors in Business Plan Formulation.

Text Books:

Charantimath, Poornima M., Entrepreneurship Development and Small Business Enterprises, Pearson Education in South Asia, Chennai, Delhi [2nd Edition] for Unit II

Duening, Thomas N., Hisrich, Robert D., and Lechter, Michael A., Technology Entrepreneurship: Taking Innovation to Marketplace, Elsevier Inc. Academic Press, USA [2nd Edition] for Unit III.

Khanka, SS., Entrepreneurial Development, S. Chand Publishing, New Delhi [4th Edition] for Unit I, II, III, IV, V& VI.

Reference Books:

Desai, Vasant., Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi.

Hisrich, Robert D., Manimala, Mathew J., Peters, Michael P., Shepherd, Dean A., McGraw Hill Education, New Delhi [8th Edition].

Holt, David H., Entrepreneurship: New Venture Creation, Prentice-Hall, New Delhi.

Course Title: Research Methodology and Thesis Proposal

Area of Study: Core

Code No: CO 532

Credit Hour: 3

LH: 48

Course Objectives

The primary purpose of this course is to introduce students to know the basic concepts used in scientific social research and to acquire fundamental knowledge of overall research process, specifically, the quantitative and qualitative methods for conducting research in management/business. This course also aims to skill individual students in developing a viable research proposal.

Course Description

The course introduces the basic concepts and terminologies, the fundamental research methods as they relate to the modern practice of management/business and to academic research. The emphasis of the course is therefore on developing knowledge and skill on problem definition, formulation of research objectives, choosing appropriate research design, adopting suitable sampling technique, using best measurement, and scaling techniques, preparing research proposal, execute it by using suitable data collection tools and techniques, analyze data as per objectives and writing the research report. The course thus enables students to develop their understanding of research methods, and confidence in planning, execution and reporting research.

Contents:

UNIT I: Foundations of Research

L.H. 8

Introduction: The concept of research; Research as a scientific process; The concept of Social Science research. Differences between Management research and Business research

Theoretical Foundations: The nature and types of research; Epistemological and ontological paradigms in business research; Positivism and interpretivism, Deductive and inductive theories in research

Research strategy: quantitative and qualitative research, mixed methods research; Pure and applied research; Importance of research in business/management decision making

Three phases of research: Planning, Execution and Reporting phases

Ethical issues in business and management research

UNIT II: Literature Review and Theoretical Framework

L.H. 5

Purpose and phases of literature review

Critical analysis and gap identification

The research problem: Identification of research problem; Formulation of research problem; theoretical framework of research; developing conceptual framework for research

Objectives and hypotheses: research questions, objectives and hypothesis formulation.

UNIT III: Research Design

L.H. 6

Introduction: Definition; elements of a research design

Classification of research design: descriptive, survey, longitudinal, cross-sectional, case study, causal-comparative and experimental research designs; criteria for good research design

Qualitative research designs- concept, basic assumptions, types, and features; Differences between quantitative and qualitative research designs. Concept of research onion model.

UNIT IV: Measurement, Scaling and Sampling

L.H. 6

Variables: Definition and their types; Measurement levels and scales, attitude measurement and scale construction (Special focus on Likert type scales); classification of scaling techniques; validity and reliability of a scale

Sampling: Concept and objectives of sampling, Probability and non-probability sampling techniques; Sampling and non-sampling errors; Sample size determination in quantitative research.

UNIT V: Data Collection and Analysis

L.H.15

Data: Nature and types; Primary and secondary data, The linkage of question, variable and data

Data Collection Methods: Survey method, Individual Interview, Key informant interview, In-depth interview, Focus group discussion

Data collection tools: Interview schedule, questionnaire, Interview guideline, Focus group discussion guideline

Questionnaire construction: Guidelines; Qualities of good questionnaire

Other qualitative data collection methods: Ethnography, Participant observation

Other modern techniques of data collection: Use of Internet and websites to collect data from individuals and institutions; web surveys, e-mail surveys

Data editing and Preparation: Data entry, editing and cleaning process, use of computer software

Data analysis: Concept of Univariate descriptive analysis (Frequency distribution, modal value, median and mean values, standard deviation, quartiles and range, nature of frequency distribution); Concept Bivariate descriptive analysis (Cross tabulation, association measures using Chi-square); Inferential statistics: Testing of hypothesis (Common parametric and non-parametric tests); Basic idea of analyzing qualitative data (transcription and data management, classification of information, generating codes, thematic coding and content analysis)

UNIT VI: Writing Research Proposals and Research Reports

LH 8

Research proposals: Types and components of a research proposal; General outline of academic research proposal

Research reports: Components of a research report (components within the preliminary pages, main body and annexes); conventions of academic writing

Referencing and citation: APA style of citation and referencing (knowledge and use of APA 7th guidelines in thesis proposal and thesis writing)

Research Proposal Development

Apart from passing the final examination of this subject, it is mandatory for each student to develop a research proposal in the subject area in the prescribed format and get it approved from concerned college authority to complete this course. The concerned student shall utilize the learning outcomes to execute research and write thesis in the fourth semester, which is also mandatory for completion of MBA degree.

References

Bryman, A. and Bell, E. 2015. Business Research Methods. Oxford University Press, New Delhi.

Cooper, D.R. and Schindler, P.S. 2013. Business Research Methods. Tata McGraw Hill, New Delhi.

Chawla, Deepak, and Sondhi, Neena. 2016. Research Methodology: Concept and Cases. Vikas Publishing. India.

Flick, U. 2023. An Introduction to Qualitative Research. New Delhi: Sage Publications India Pvt. Ltd.

Kothari, C. R. 2004. Research Methodology: Methods and Techniques. New Delhi: New Age International (P) Limited.

Sekaran, Uma and Bougie, Roger. Research Methods for Business: A Skill Building Approach. John Wiley & Sons.

Wolf, H. K. and Pant, P. R. 2005. Social Science Research and Thesis Writing (Fourth Edition). Kathmandu: Buddha Academic Enterprises.

Zikmund, W.G., Babin, B. J., Carr, J. C. and Griffin, M. 2013. Business Research Methods, Cengage Learning Thompson, New Delhi.

Course Title: Information Technology Management

Area of Study: Core

Code No: CO 533

Credit Hour: 3

LH: 48

Course Contents

Unit I: Introduction to Information Technology Management

LH 3

Introduction to IT Management: Overview and Characteristics of IT Management, Evolution of IT management practices, Role and functions of IT managers

Strategic Significance of ITM in the Digital Economy: Understanding digital transformation, Impact of ITM on business competitiveness

Aligning IT with Business Objectives: Importance of aligning IT strategies with organizational goals, Strategies for effective alignment, Impact of ITM on Organizational Performance

Unit II: Server Management

LH 12

Introduction to Server Management: Overview of server architecture and components, Types of Server, Objectives of Server Management, Importance of Server Management in business operations

Overview of Cloud Computing: Definition and characteristics of cloud computing, Traditional Server Management vs Cloud Computing, Advantages and disadvantages of Cloud Computing over Traditional Server Management

Cloud Service Models: IaaS, PaaS, SaaS and their applications

Cloud Deployment Models: Public, Private, Hybrid and their benefits

Best Practices in Cloud-Based Server Management: Security considerations, data backups strategies in Cloud Computing, Performance optimization techniques

Monitoring and Optimization of Server Performance: Importance of monitoring server performance, Basic techniques for monitoring server health and performance, Optimizing server performance through resource allocation and management

Introduction to Server Security: Common security threats to servers, Basic security measures for protecting server infrastructure, Importance of regular updates and patches for server security

Unit III: Database Management

LH 9

Overview, functions of DBMS, and Importance of databases in modern organizations.

Introduction to Relational Databases: Overview of relational databases, tables, and relationships, its importance in modern applications.

MySQL Overview: Introduction to MySQL as an open-source RDBMS,

Basic SQL Queries: DDL, DML, Index, Trigger

Concepts and Implementation of Database Clustering: Explanation of database clustering and its benefits, Implementation strategies for database clustering, Clustering and High availability solutions for database systems.

Fault Tolerance and Redundancy in Database Systems: Importance of fault tolerance in database systems, implementing redundancy for data reliability

Database Management for Business Continuity: Disaster recovery planning for databases, Backup and restore strategies

Unit IV: IT Governance

LH 7

Overview and key aspects of IT governance

Types of IT Governance (Value Delivery, Strategic Alignment, Performance Management, Resource Management, Risk management)

Frameworks for IT Governance (e.g., COBIT, ITIL, CMMI): Overview of popular IT governance frameworks, Understanding the components and structure of each framework

Roles and Responsibilities in IT Governance Compliance and Risk Management in IT Governance

Unit V: IT Infrastructure Management

LH 5

Components of IT Infrastructure (Hardware, Software, Networks)

Capacity Planning and Scalability: Techniques for capacity planning in IT infrastructure, Strategies for ensuring scalability to meet future demands, Processes and practices for effective IT service delivery.

IT Service Management and its four dimensions Incident, Problem, and Change Management

Unit VI: Building Strong Relationships with Business

LH 6

Understanding Business Requirements and Goals: Aligning IT initiatives with organizational objectives.

Effective Communication with Business Stakeholders: Importance of clear and effective communication; Strategies for communicating technical concepts to non-technical stakeholders

Collaboration between IT and Business Departments: Cross-functional teams for collaboration, and their importance

Strategies for Aligning IT Initiatives with Business Needs: Developing IT strategies that support business objectives, IT initiatives to align with changing business priorities

Unit VII: Developing and Delivering IT Strategy for Business Value

LH 6

Identifying organizational objectives and priorities

IT strategies that contribute to achieving business goals

IT Trends on Business and Their Impact on Business

IT Portfolio Management and Investment Prioritization: IT Management investments and its importance, Prioritizing IT projects based on strategic alignment and ROI

Measuring and Communicating IT Value to Stakeholders: Metrics for evaluating the value of IT initiatives, Communicating IT value to business stakeholders and its importance.

Text Books:

- Carol V. Brown , Daniel W. DeHayes, Jeffrey A. Hoffer, and Wainwright E. Martin "Managing Information Technology: What Managers Need to Know, Pearson Publication.

Reference Books:

- Efraim Turban, Linda Volonino, and Gregory R. Wood "Information Technology for Management: Advancing Sustainable, Profitable Business Growth".
- James D. McKeen and Heather A. Smith, "IT Strategy: Issues and Practices".

Laboratory works:

The lab activities under this subject should accommodate at least the following:

- Local installation of MySql & SQL basic queries
- AWS/Azure Configuration, EC2 instance creation, Database Server Configuration
- Add Storage disk to EC2 instance
- Monitoring Network issues and disk issues

Course Title: Marketing Research

Area of Study: Marketing Specialization (Specialization I)

Code No: SM 531

Credit Hour: 2

LH: 32

Course Objective

The objective of this course is to equip MBA students to become critical thinkers who can design, execute, and interpret market research to inform strategic marketing decisions.

Contents:

Unit I: Comprehensive Overview of Marketing Research and Decision-Making LH 6

Concept of Marketing. Concept of Research. Definition of Marketing Research. Nature of Marketing Research. Objectives of Marketing Research. Scope and Coverage of Marketing Research. Features of Good Marketing Research.

Major Types of Marketing Research with Sub-types. Marketing Performance Research. Product Research. Promotion Research. Distribution Research. Pricing Research. Limitations of Marketing Research. Stages in Marketing Research Process. Decision-Making Process.

Marketing Information System (MkIS): Kinds of Marketing Information System. Meaning of Hypothesis. Types of Hypothesis: Descriptive and Relational Hypothesis. Formulation of Hypothesis. Type of Errors: Alpha and Beta.

Unit II: Essential Concepts of Research Design and Sampling Techniques LH 9

Definition of Research Design, Components of Research Design. Types of Research Design: Exploratory Research Design: (a) Literature Research, (b) Experience Survey, (c) Focus Group, and (d) Case Study. Conclusive Research: (a) Descriptive Research Design, Difference between Exploratory Design and Descriptive Design—Longitudinal (panel) method and Cross-Sectional Design, (b) Experimental Design—Features of Experimental Design (i) Laboratory Experiments, (ii) Field Experiments. (c) Causal Research.

Sampling Design: Census Method: Advantages and Disadvantages. Sampling Method: Sampling in Marketing Research. Methods or Types of Sampling: (a) Probability Sampling—Simple Random Sample, Stratified Sample, Cluster Sample, Systematic Sampling, Area Sampling, and Multistage Sampling, (b) Non-Probability Sampling: Convenience Sample, Judgement Sample, Quota Sample, Purposive Sample, and Haphazard Sampling, Other Forms of Non-Probability Sampling—Focus Group Interview Samples, Shop Intercept Samples, and Controlled Panel Samples. Sampling Errors. Non-Sampling Errors. Sample

Size Decisions. Uses of Probability Sampling Approach. Uses of Non-Probability Approach. Characteristics of a Good Sample Design.

Unit III: Primary and Secondary Sources of Data

LH 3

Types of Primary Data. Primary Data Collection Methods: Passive Methods and Active Methods. Methods of Obtaining Primary Data. Survey Method of Collection of Data. Observation Method. Consumer Purchase Panel Method. Experimental Research Method. Secondary Sources of Data: Internal Sources. External Sources. Search for Secondary Data.

Unit IV: Measurement and Scaling, Questionnaire Designing, and Personal Interview Method

LH 6

The Concept. Scales of Measurement/ Types of Scale: Nominal, Ordinal, Interval, and Ratio Scales. Commonly Used Scaling Methods in Rating and Attitude Scale: Rating Scale—Graphic, Itemized, Comparative, Paired Comparison, Constant-Sum, and Fractional Rating Scale; Attitude Scales: Likert, Semantic Differential, Stapel, Thurstone, Scalogram Analysis.

Validity Assessment: Content Validity, Construct Validity and Criterion Validity. Reliability Assessment: Stable Approach, Internal Consistency Method, and Equivalence Approach.

Questionnaire Designing: Types of Questionnaire, Questionnaire Construction: Direct and Indirect Questions. Precautions in Designing Questionnaire. Pretesting of Questionnaire. Problem of Response: Factor Affecting Response and Methods to Improve Response. Reliability and Validity of Questionnaire.

Conditions for Successful Interview. Interviewer's Task. Methods of Improving Interview Effectiveness. Informal Interviewing. Interview Errors.

Unit V: Processing, Analysis, Interpretation of Data and Report Writing

LH 5

Processing of Data: Editing and Coding, Establishing Categories, Counting for Tabulation, Univariate Tabulation, and Bivariate/ Multivariate Tabulation. Analysis of Data. Percentages of Proportion. Measures of Central Tendency. Measures of Dispersion. Other Measures:

Factor Analysis, Cluster Analysis, and Conjoint Analysis.

Interpretation of Data: Meaning of Interpretation, Precautions in Interpretations. Fallacies. Report Writing: Purpose of Report. Classification of Reports. Types of Report. Report Outline. Principles of Report Preparation.

Unit VI: Application of Marketing Research

LH 3

Classification of Marketing Research: Consumer Research, Market Research, Product Research, Services Research, Sales Research, Distribution Channel Research, Advertising Research, Pricing Research, Physical Distribution Research, Global Marketing (Export-Import) Research, Financial Research, Post Transaction Research, Services Research:

Classification of Services. Export Research: Scope of Export Marketing Research. Financial Research: Investor Research and Client Research.

Text Books:

Sumathi, S. and Saravanel, P, Marketing Research and Consumer Behavior, Vikas Publishing House Pvt Ltd., New Delhi [First Reprint 2018].

Tull, Donald S. and Hawkins, Del I, Marketing Research: Measurement and Method, Prentice-Hall, New Delhi [6th Edition].

Reference Books:

Boyd, Harper W. Jr., Westfall, Ralph, and Stasch, Stanley F, Marketing Research: Text and Cases, AITBS Publishers, New Delhi.

Nair, Suraj R., Marketing Research (Text with Cases), Himalaya Publishing House, Mumbai [2nd Revised Edition]

Course Title: Product and Brand Management

Area of Study: Marketing Specialization (Specialization II)

Code No: SM 532

Credit Hour: 2

LH: 32

Course Objectives:

The objective of this course is to make students understand fundamentals of Product and Brand Management and aware of competition at product level as well as brand level. The course covers Product Management aspect from competition point of view and from New Product Development and Innovation point of view. The Brand Management course covers the principles of Branding, role of brands, elements and components of brands, brand equity, etc. so as to make students understand implications of planning, implementing and evaluating Branding Strategies. The course aims to enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging and managing a product and a brand.

Contents

Unit I: Product Development and Product Management

LH 8

Product: Meaning, Types; Product Personality; Product Line and Mix; Product Life Cycle & Product Portfolio.

Product Management & New Product Development: New Product Development Process, New product Strategy, Commercialization; Managing Growth; Managing the Mature Product.

Unit II: Brand Management

LH 8

Brand: Meaning. Brand Development: extension, rejuvenation, re-launch; Concept of Brand Equity; Creating Brands in a Competitive Market; Brand Positioning and Brand Associations; Using Brand Elements to create Brand Equity; Leveraging Secondary Brand Associations; Creating Ethical Brand.

Unit III: Growing and Sustaining Brand Equity

LH 8

Designing and Implementing Branding Strategies; Launching Brand Extensions for Products; Managing Brands Over Time and Geographic Boundaries; Developing a Brand Equity Management System; Measuring Sources of Brand Equity; Brand Equity measurement approaches.

Unit IV: Brand Growth and Brand Futures: Technology and innovation in Branding Strategies

LH 8

Brand Architecture and Brand Hierarchy; Brand Extensions; Consumer Engagement and its Dimensions; Big Data and Consumer Analytics; Measuring and Facilitating Consumer Engagement; Neuro marketing and Branding.

Suggested Readings:

Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books:

Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH

Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson

Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited

Building Brand Value: Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill

Brand Management, H. V. Verma, 2004, New Delhi: Excel Books

Strategic Brand Management: Developing and Marketing Successful Brands. Sotiris T. Lalaounis. Routledge, 2021.

Course Title: Financial Theory and Corporate Policy
Area of Study: Finance Specialization (Specialization I)
Code No: SF 531
Credit Hour: 2
LH: 32

Course Objectives:

The objective of this course is to enable the students to understand financial theory, empirical evidence, and applications and provide an appreciation for their significance in the real world so developing the skills required for conducting research in finance.

Contents:

Unit I: Introduction LH.3

Overview of nature of corporate finance, Finance functions, Goals of financial management, Concepts and Practice of agency theory within the corporation, Empirical evidences on financial management practices.

Unit II: Financial ratios as predictors of corporate failure LH.5

Overview of financial statements and financial ratios; financial ratios as predictors of corporate failure, empirical evidences on financial ratios as predictors of corporate failure.

Unit III: Theory of Choice LH.5

Five Axioms of Choice under Uncertainty, Developing utility function, Establishing a definition of risk aversion, Stochastic Dominance, Using mean variance as choice criteria, A mean variance paradox, Recent thinking and empirical evidence.

Unit IV: State Preference Theory LH 5

Meaning, Uncertainty and Alternative Future States, Definition of Pure Securities, Complete Capital Market, Deviation of Pure Security Prices, Optimal Portfolio Decisions, The Efficient Set with Two Risky Assets, Firm Valuation, The Fisher Separation Principle, and Optimal Investment Decisions.

Unit V: Portfolio Theory & Market Equilibrium LH. 10

Overview of portfolio theory: Mean & variance single asset and portfolio, Correlation & covariance, The portfolio opportunity set, The efficient set, Selection of optimal portfolio, Market equilibrium (the CML), The capital asset pricing model (SML), The CAPM: applications & evidences, Portfolio beta, Required return on securities, The CAPM and the market return on risky debt, CAPM and cost of equity, CAPM and WACC, CAPM and

capital budgeting, CAPM & investment decision, Factors affecting beta, Empirical evidences on CAPM, Arbitrage pricing theory: macroeconomic variables related to the APT, Difference between the CAPM and the APT, Current status of the APT.

Unit VI: Dividend policy

LH 4

Overview of dividend policy, Dividend policy theories, The signaling effect of dividend announcement, Empirical evidences and applications.

References:

Thomas E. Copeland, J. Fred Weston and Kuldeep Shastry, *Financial Theory and Corporate Policy*, Pearson Education.

Eugene F.Brigham, and Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson Asia, Singapore

Course Title: Capital Structure

Area of Study: Finance Specialization (Specialization II)

Code No: SF 532

Credit Hour: 2

LH: 32

Course Objectives: This course aims to provide the graduates with an understanding of the concept and principles of capital structure and thus develop analytical skill particularly in taking appropriate capital structure decision.

Contents

Unit I: Introduction.

LH 3

Concept and Meaning of CSM, Capital structure decisions and maximization of shareholders' wealth; Distinction between financial structure and capital structure; Optimal capital structure: significance, goals, and features; Considerations in designing appropriate capital structure.

Unit II: Intermediate Financings

LH 5

Term loans: Characteristics of bank term loan, Terms of loan, loan installment and repayment schedule; Lease financing: significance, types of leasing (operating, financial, sales and lease back, direct), determination of lease rent by lessor; Leasing versus owning decision (present value cost and IRR method of analysis).

Unit III: Common Stock Financing

LH 5

Rights of holders of common stock; Nature of voting rights: cumulative and non-cumulative voting; Preemptive right; Use of rights in financing: value of rights and effect on shareholders' wealth, Issue of Common Stocks (IPO), Process of IPO, Functions of Investment Bankers, The Investment Banking Process.

Unit IV: Refunding Operation

LH 4

Concept, Process of Refunding decision of debt and preferred stock under present value approach.

Unit V: Warrants and Convertibles

LH 7

Meaning of warrants; Characteristics; Valuation of warrants and use of warrants in financing; Meaning of convertibles; Rationale for the use of convertibles; Conversion ratio and conversion price ; Conversion value; call policy on convertibles; Convertibles and their effect on capital structure.

Unit VI: Theory of Capital Structure

LH 8

Introduction; Approaches to Capital Structure: NI Approach, NOI Approach, and Traditional Approach; Modigliani and Miller Approach (Without Taxes, With Corporate and personal taxes; Effect of bankruptcy costs and agency costs); Asymmetric Information and Financial Signaling, Pecking Order Theory; Empirical Evidence Concerning Capital Structure.

References:

Van Horne, James C., **Financial Management and Policy**: PHI, New Delhi

Weston, J. Fred and Thomas E. Copeland, **Managerial Finance**: The Dryden Press, NY.

Copeland, T.E., Weston, J.F., Shastri, K., & Katz, J.M., **Financial Theory and Corporate Policy**: Pearson, New Delhi.

Gautam, R.R and Thapa K., **Capital Structure Management**: Asmita, Nepal.

Course Title: Team Building and Conflict Management

Area of Study: HRM Specialization (Specialization I)

Code No: SH 531

Credit Hour: 2

LH: 32

Course Objectives:

The objective of this course is to familiarize the students with the dynamics of team building and conflict management and negotiation skills in the workplace and to impart them relevant skills of effective team building and conflict management strategies and styles in the organization.

Contents

Unit I: Team

LH 3

Concept of Team, Importance of Teamwork, Types of Team, Characteristics of an effective Team

Unit II: The Four Cs of Team Development

LH 5

The Search for the High-Performing Team; Context: Laying the Foundation for Team Success; Composition: Getting the Right People on the Bus; Competencies: Developing Team Skills for High Performance Change: Devising More Effective Ways of Working Together Bringing the Four Cs Together: Designing a Team-Building Program

Unit III: Solving Specific Problems through Team Building

LH 5

Managing Conflict in the Team; Overcoming Unhealthy Agreement; Reducing Conflict Between Teams; Leading Innovative Teams; The Challenge of Team Building for the Future

Unit IV: Introduction to Conflict

LH 5

Concept of conflict; Levels and types of conflict; Common Sources of and Response to Conflict in the Workplace; Benefits and Challenges of Conflict

Unit V: Conflict Resolution, Negotiations, and Labour Relations

LH 5

The Conflict process; Approaches to conflict; Conflict resolution strategies; Negotiation: Concept, process; Labour Relations

Unit VI: Interpersonal Relationships and Group Dynamics

LH 5

Interpersonal Relationships at Work; Small Group Dynamics; Collaboration, Decision-Making and Problem Solving in Groups; Working in Diverse Teams; Conflict Management Strategies for Groups and Teams

Unit VII: Personality and Conflict Styles

LH 4

Personality; Cognitive and Personal-Social Dispositions; Types of Deviant Workplace Behaviour; ABCs of Conflict

References

Laura Westmaas and Krista Carson: Conflict Management, Fanshawe College Pressbooks, London.

Shay and Margaret McConnon: Conflict Management in the workplace, Published by How to Content, A division of How To Books Ltd, Spring Hill House, United Kingdom.

Susan S. Raines: Conflict Management for Managers, Second Edition, Published by Rowman & Littlefield An imprint of The Rowman & Littlefield Publishing Group, Inc.

W. Gibb Dyer Jr., Jeffry H. Dyer, and William G. Dyer: Team Building, Fifth Edition, Jossey-Bass, A Wiley Imprint.

Course Title: Industrial Relations and Labour Legislation

Area of Study: HRM Specialization (Specialization II)

Code No: SH 532

Credit Hour: 2

LH: 32

Course Objectives:

The course prepares the students to grasp and apply the principles of Industrial Relations and develop an awareness of the significance of industrial peace, causes of various labor relations, conflict and its techniques and resolution.

Contents:

Unit I: Industrial Relations

LH 4

Concept, Purpose, Actors of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relations.

Unit II: Trade Unions

LH 5

Concept, Objectives of Trade Unions, Types of Trade Union, Functions of Trade Unions, Trade Union in Nepal.

Unit III: Industrial Conflict

LH 5

Concept, Causes and Impact of Industrial Conflict and Strike, Types of Conflict, Prevention and Settlement of Industrial Conflict

Unit IV: Worker's Participation in Management

LH 5

Concept, Goals, Level and Forms of Worker's Participation in Management, Worker's Participation in Management in Nepal.

Unit V: Labor Welfare and Social Security

LH 4

Concept and Objectives of Labor Welfare, Types of Labor Welfare Program, Concept and Method of Social Security, Labor Welfare and Social Security in Nepal.

Unit VI: ILO and Nepal

LH 4

Introduction to ILO, Governing Principles and Objectives of ILO, Functions and Activities of ILO, Structure of ILO, Labor Standards, ILO and Nepal.

Unit VII: Labor Laws and Legislation

LH 5

Labor Act, Trade Union Act, Labor Law of Nepal

References

Mamoria, C.B., S. Mamoria and S.V. Gankar, *Dynamics of Industrial Relations*, Mumbai: Himalaya Publishing House.

Monappa, Arun, *Industrial Relations*, New Delhi, Tata McGraw-Hill Publishing House
ILO, *Labor Administration, A profile on Nepal*, Kathmandu: ILO Office

Shyam B Katuwal, *Management of Industrial Relations*, Molung Foundation, 2011

Course Title: Inventory and Warehouse Management

Area of Study: Specialization- Operation and Supply Chain Management (Specialization I)

Code No: SO 531

Credit Hour: 2

LH: 32

Course Objective:

The Objective of the course is to create academic work with integrity in Inventory and Warehouse Management and efficiently apply Inventory and Warehouse Management principles. It also aims to apply knowledge of Inventory and Warehouse Management in industry and service improvement and systemically analyze problems and propose solutions in Inventory and Warehouse Management.

Course Details:

Unit I: Introduction

LH 5

Concept and Meaning of Warehouses; Needs, Characteristics and Functions of Warehouses; Supply Chain Impact on Stores and Warehousing, Retail Logistics, Reverse Logistics, Retail Transportation, Issues in Retail Logistics, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World Class Warehousing.

(Case Study)

Unit II: Role of Warehouse in Retail

LH 6

Introduction, Objectives, Retailing and Warehousing, Challenges in Retail Warehousing, Warehousing in fashion retail, setting up a Warehouse, Retail product Tracking in Warehouse using RFID, Types of Warehouses, Benefits of Warehousing, Role of Government in Warehousing, Characteristics of an Ideal Warehouse, Storing Products in a Warehouse, Warehousing and Supply Chain Technology; Warehouse Mechanical Handling Equipment and Automation; Warehouse Costs; Warehouses and the Environment.

(Case Study)

Unit III: Warehouse Management System

LH 7

Concept of Warehouse Management System, Material Handling System, Principles and Performance Measure of Material Handling System; Material Handling Equipment; Automated Storage and Retrieval System, Warehouse Location Selection, Space Calculation and Layout Design; Core and Supporting Activities in Warehouse; Cold Chain.

(Case Study)

Unit IV: Inventory Management**LH 7**

Concept of Inventories and Inventories Management, Role of Inventory in Supply Chain; Role in the Corporate Strategy; Functions of Inventory; Economic Order Quantity and Safety Stock; Methods of Controlling Stock Levels; Analyzing the requirements; Product Classification; Demand Analysis; Product Coding, ABC Analysis; Item Groupings for Inventory Management; Inventory Management Essentials; Inventory Costs and Service; Lead time; Demand Forecasting; Setting the Inventory Management Parameters; Inventory and Statistics; Ethics in Inventory and Warehouse Management.

(Case Study)

Unit V: Stock Control, Verification and Reporting**LH 7**

Stock Record Transactions; Inventory Receipts; Inventory Issues; Stock Management; Identifying Inventory; Surplus and Obsolete Stock; Stock Control and Records; Stock Accuracy; Stock Checking Programs; Physical Counting of Stocks; Role of Inventory Manager or Stock Controller; Performance Reporting.

(Case study)

References:

J. P. Saxena, **Warehouse Management and Inventory Control**, Vikas Publishing House, 2003

James A. Tompkins, Jerry D. Smith, **The Warehouse Management Handbook**, second edition, Edward Brothers

P. M. Price and N. Harrison, **Warehouse Management & Inventory Control**, Second Edition, Access Education.

Max Muller, **Essentials of Inventory Management**, AMACOM

Course Title: Designing and Managing Supply Chain

Area of Study: Specialization - Operation and Supply Chain Management (Specialization II)

Code No: SO 532

Credit Hour: 2

LH: 32

Course Objective:

The aim of this course is to give the students intermediate knowledge in the supply chain management, with an emphasis on terminology and basic decision problems. The course will cover core subjects dealing with supply chain management and management of different logistics processes within the organization. The students will learn theoretical skills in operational management focused on decisions made by upper level managers in an organization with main focus on supply chain structures and on issues of cooperation and coordination among members in the supply chain.

Contents

Unit 1: Logistics and the Supply Chain

L.H. 6

1. Introduction

1.1.1 Definitions and concepts

1.1.2 Supply chain: structure and tiering

1.2 Material flow and information flow

1.2.1 Material flow

1.2.2 Information flow

1.3 Competing through logistics

1.3.1 Hard objectives

1.3.2 Supportive capabilities

1.3.3 Soft objectives

1.3.4 Order winners and qualifiers

1.4 Logistics strategy

1.4.1 Defining 'strategy'

1.4.2 Aligning strategies

1.4.3 Differentiating strategies

1.5 7-R for efficient SCM - Right material, Right quantities, Right condition, Right place, Right time, Right customer, Right cost

1.6 Value chain (Porter's model)

1.7 Theory of constraints (TOC)

Unit 2: Putting the end-customer first

L.H. 5

2. Introduction

- 2.1 The marketing perspective
 - 2.1.1 Rising customer expectations
 - 2.1.2 The information revolution
- 2.2 Segmentation
- 2.3 Quality of service
 - 2.3.1 Customer loyalty
 - 2.3.2 Value disciplines
 - 2.3.3 Customer relationship management (CRM)
 - 2.3.4 Measuring service quality
- 2.4 Setting priorities for logistics strategy
 - 2.4.1 Step 1: Diagnose current approach to market segmentation
 - 2.4.2 Step 2a: Understand buying behavior
 - 2.4.3 Step 2b: Customer value analysis
 - 2.4.4 Step 3: Measure logistics strategy driver
 - 2.4.5 Step 4: Specify future approach to market segmentation

Unit 3: Managing the lead time frontier

L.H. 6

3. Introduction

- 3.1 The role of time in competitive advantage
 - 3.1.1 Time-based competition: definition and concepts
 - 3.1.2 Time-based initiatives
 - 3.1.3 Time-based opportunities to add value
 - 3.1.4 Time-based opportunities to reduce cost
 - 3.1.5 Limitations to time-based approaches
- 3.2 P:D ratios and differences
 - 3.2.1 Using time as a performance measure
 - 3.2.2 Using time to measure supply pipeline performance
 - 3.2.3 Consequences when P-time is greater than D-time
- 3.3 Time-based process mapping
 - 3.3.1 Stage 1: Create a task force
 - 3.3.2 Stage 2: Select the process to map
 - 3.3.3 Stage 3: Collect data
 - 3.3.4 Stage 4: Flow chart the process
 - 3.3.5 Stage 5: Distinguish between value-adding and non-value-adding time
 - 3.3.6 Stage 6: Construct the time-based process map
 - 3.3.7 Stage 7: Solution generation
- 3.4 Managing timeliness in the logistics pipeline
 - 3.4.1 Strategies to cope when P-time is greater than D-time
 - 3.4.2 Practices to cope when P-time is greater than D-time
- 3.5 A method for implementing time-based practices
 - 3.5.1 Step 1: Understand your need to change
 - 3.5.2 Step 2: Understand your processes
 - 3.5.3 Step 3: Identify unnecessary process steps and large amounts of wasted time

- 3.5.4 Step 4: Understand the causes of waste
- 3.5.5 Step 5: Change the process
- 3.5.6 Step 6: Review changes
- 3.5.7 Results

Unit 4: Supply chain planning and control

L.H. 6

4. Introduction

- 4.1 The supply chain ‘game plan’
 - 4.1.1 Planning and control within the focal firm
 - 4.1.2 Managing inventory in the supply chain
 - 4.1.3 Inter-firm planning and control
- 4.2 Just-in-time (JIT)
 - 4.2.1 The just-in-time system
 - 4.2.2 JIT and material requirements planning (MRP)
- 4.3 Lean thinking
 - 4.3.1 The seven wastes
 - 4.3.2 Application of lean thinking to business processes
 - 4.3.3 Role of lean practices
 - 4.3.4 Design strategies
 - 4.3.5 Lean product design
 - 4.3.6 Lean facility design

Unit 5: The agile supply chain

L.H. 4

5. Introduction

- 5.1 The concept of agility
 - 5.1.1 Demand characteristics and supply capabilities
 - 5.1.2 Classifying operating environments
 - 5.1.3 Preconditions for successful agile practice
- 5.2 Agile drivers and practices
 - 5.2.1 Joint decision making to improve external network integration
 - 5.2.2 Developing measures to put the end-customer first
 - 5.2.3 Shared goals to improve virtual integration
 - 5.2.4 Boundary-spanning SOP to improve process integration

Unit 6: Integrating the supply chain

L.H. 5

6. Introduction

- 6.1 Integration in the supply chain
 - 6.1.1 Internal integration: function to function
 - 6.1.2 Inter-company integration: a manual approach
 - 6.1.3 Electronic integration
- 6.2 Efficient consumer response (ECR)
 - 6.2.1 Category management
 - 6.2.2 Continuous replenishment
 - 6.2.3 Enabling technologies
- 6.3 Collaborative planning, forecasting and replenishment (CPFR)
 - 6.3.1 Benefits of electronic collaboration

- 6.4 Vendor-managed inventory (VMI)
 - 6.4.1 How VMI works
 - 6.4.2 Potential benefits
 - 6.4.3 Potential problems in setting up a VMI system
- 6.5 Quick response (QR)
 - 6.5.1 JIT/QR relationship
 - 6.5.2 Role of enabling technologies
- 6.6 Managing supply chain relationships
 - 6.6.1 Creating closer relationships
 - 6.6.2 Factors in forming supply chain relationships

References

Alan Harrison and Remko van Hoek (2011), *Logistics Management and Strategy – Competing Through the Supply Chain*, Fourth Edition, Pearson Education Limited, England, Prentice Hall Publication.

Shah, *Supply Chain management: Text and Cases*, Pearson Education India, 2009

Langley, C. J; and Coyle, J. J. (2008), *Managing supply chains: A Logistics Approach*; South-Western / Cengage Publication

Course Title: Organizational Design and Change

Area of Study: Elective III

Code No: EL 535

Credit Hour: 2

LH: 32

Course Objectives:

This course discusses creating an organizational design that enhances organizational effectiveness by highlighting three issues: (a) environment that affects organization; (b) factors that should be considered while creating organizational structure; and, (c) devising organizational conducive culture.

Contents:

Unit I: The Organization and its Environment	LH 8
Organizations and Organizational Effectiveness	
Stakeholders, Managers, and Ethics	
Organizing in a Changing Global Environment	
Unit II: Organizational Change	LH 4
Types and Forms of Organizational Change	
Organizational Transformations: Birth, Growth, Decline and Death	
Unit III: Organizational Development and Design	LH 10
Basic Challenges of Organizational Design	
Designing Organizational Structure – Authority and Control	
Designing Organizational Structure – Specialization and Coordination	
Unit IV: Organizational Culture	LH 4
Creating and Managing Organizational Culture	
Organizational Design and Strategy in a Changing Global Environment;	
Unit V: Organizational Decision-making in changing environment	LH 6
Decision Making, Learning, Knowledge Management, and Information Technology	
Innovation, Intrapreneurship, and Creativity	
Managing Conflict, Power, and Politics	

Reference Books:

Jones, Gareth R., Organizational Theory, Design, and Change, Pearson Education, Inc., Boston.

Richard L. Daft, Organization Theory and Design, South-Western Cengage Learning, United States of America

Course Title: Project Management

Area of Study: Elective III

Code No: EL 536

Credit Hour: 2

LH: 32

Course Objectives:

The main objectives of this course is to make students familiar with the concept and practice of project selection, planning and controlling of projects and also make them aware with basic tools and techniques for managing project under different environments.

Contents:

Unit I: Introduction to Project & Project Management **LH 3**

Definition of project, role of project, project management and need to use project Management in organization, project management life cycle and the major decisions over the life cycle, current issues in project management, Relationship between project management and general management

Unit II: Project Selection & Justification **LH 5**

Criteria for project selection, types of models for selecting projects: nonnumeric and numeric model [Numerical] and their limitations, project portfolio management, project maturity model, scope management, approaches for assessing project risks.

Unit III: Project manager and project planning **LH 3**

Roles and responsibilities of the project manager, characteristics of successful project manager, special demands on project manager, problems in handling project, choosing an organizational form, Building project team, purpose of project planning, project planning activity, work breakdown structure and linear responsibility chart.

Unit IV: Project Scheduling and Resource Allocation **LH 8**

Cause of project scheduling, network techniques for project scheduling - CPM and PERT, role of Critical Path: AOA and AON model [Numerical], Gantt Charts in project scheduling, project Scheduling with uncertainty, resource allocation and crashing a project: two time CPM [Numerical], resources loading and leveling.

Unit V: Project Building and Monitoring **LH 6**

Project cost planning process, estimating project budget: Top-down and Bottom-up budgeting, work element costing, activity vs. program budgeting, use of learning curve for cost estimation, need for monitoring project, designing monitoring system, use of earned value chart: calculation of CPI, SPI, CSI, ECT and Total Work Unit Cost estimate [Numerical].

Unit VI: Project Control and Termination**LH 4**

Purpose of project control, types of control processes, use of critical ratio control charts: calculation of critical ratio [Numeric] and benchmarking as a project control tools, need of project termination, types of project termination, time to project termination, project termination process.

Unit 7: Project Management in Nepal**LH 3**

Historical overview of project management in Nepal, current status of project management in Nepal, Issues of Project management in Nepal, tips to improving Project management in Nepal, types development project in Nepal, Current status of national pride projects of Nepal, conflict in implementation of development project in Nepal.

References:

Meredith Jack R. and Mantel Jr. Samuel J., "Project management, a managerial approach", eighth edition, John Wiley & Sons. Inc.

Kerzner, Harold, " Project Management, a system approach to planning, scheduling and controlling", twelfth edition, John Wiley & Sons. Inc.

Maylor, Harvey. Project Management, Pearson Education Ltd., New Delhi.

Agrawal, G. R. (n.d.). Project Management Scenario in Nepal

Bhandari, Nimesh&others, " Project management system: Issues, challenges and improvement in Nepal, Department of Geomatics Engineering, Kathmandu University

Specialization Areas (Any One)

I. Marketing
II. Finance
III. Human Resource Management
IV. Operations and Supply Chain Management

Course Title: International Business

Area of Study: Core

Code No: CA 541

Credit Hour: 3

LH: 48

Course Objective

This course aims at equipping students with a critical understanding of international business, focusing on the frameworks of international trade and investment. It aims to develop their ability and skills to analyse business environment factors from both global and Nepalese perspectives and formulate effective strategies for managing international business operations.

Learning Outcomes

Upon the completion of the course, the students will be able to:

- Demonstrate a comprehensive understanding of globalisation and the fundamentals of international business.
- Explain and evaluate multinational corporations, including their various types and organisational structures.
- Analyse and critically assess the external environments that impact firms engaged in international business.
- Examine the international financial system (IFS), foreign exchange management, and appreciate the role of international financial institutions,
- Explain key international trade and investment theories, and analyse the multilateral trading system (MTS), regional economic integration, and contemporary issues in international trade and investment,
- Apply the key functional areas of management to international business operations, and
- Design and develop effective strategies for entering and operating in international markets in conjunction with concept and practices of global strategic management while critically addressing corporate social responsibility, business ethics, and international business diplomacy.

Course Details:

Unit 1: Overview of Globalisation and International Business

LH 6

- Globalisation: Concept, Forms and Drivers
- Globalization vs. Emerging Economic Nationalism in the COVID-19-Induced Market
- International Business: Concept and Nature
- IB Modes (Components of International Business)
- Implications of the COVID-19 pandemic to international businesses
- Evaluation of Opportunities and Challenges of IB
- Multinational Companies: Concept and Types of MNCs

Unit 2: International Business Environments

LH 10

- Concept and Components of International Business Environment
- Political and Legal Environment: Political system and ideologies, Actors of political and legal systems; Planning of political and regulatory factors in IB
- Economic environment: Concept and influential economic factors in IB
- Socio-cultural environment: Concept; Sociocultural and behavioural practices; Why culture matters in IB; Strategies to deal with cultural differences in IB
- Business Environment Indices: *DBI or B-Ready Index, Global Competitiveness Index, Economic Freedom Index, Bertelsmann index*
- Business Environment issues of the COVID-19 pandemic

Unit 3: International Financial System and Foreign Exchange Management in IB

LH 5

- Concept of International Financial System (IFS) and Global Financial Markets
- Foreign Exchange Market
- Determinants of Foreign Exchange Rate
- Foreign Exchange Systems: *Fixed, floating, and controlled systems*
- Overview of International Financial Institutions (*The World Bank, IMF, ADB, AIIB and NDB*)

Unit 4: Theories and Framework of International Trade and Investment

LH 15

- International Trade and Investment Theories and Their Implications
- Concept of Free Trade and Protectionism
- Trade Barriers (Tariff barriers, non-tariff barriers (NTBs) with direct price effect and quantity

effect)

- Multilateral Trading System (MTS): Principles and Functions of WTO; Overview of Multilateral Agreements under the WTO System; Impact of WTO on Nepalese IB
- Regional Economic Integration: Concept and Stages of Regional Economic Integration; Regional Trading Blocs: ASEAN, EU, BIMSTEC and SAFTA; Impact of SAFTA and BIMSTEC on Nepalese IB
- A review of Nepal's international trade performance, trade deficits and EXIM ratios
Contemporary Issues of trade and investment in post-COVID international markets

Unit 5: Functional Areas of Management

LH 6

- Global Production: Concept; Overview of global sourcing and logistics; supply chain management; Issues in global production-operations management
- Global Marketing: Global Market Analysis (Identifying and Analysing Market Opportunities); Overview of International Product Strategy, Pricing Strategy, Promotion/ Marketing Communication Strategy, and Distribution Strategy for global markets.
- Global HRM: Concept; Salient features and strategic role of International HRM; Global HRD Management; Managing Expatriates
- Global Financial Management: Functions of Global Financial Management; Harmonising accounting differences across countries; Lessard-Lorange Model

Unit 6: Strategic Management of IB

LH 6

- Global Strategic Management: Concept and Issues
- Strategies/ Modes of Entering and Operating in International Markets
- EPRG: The Strategic Approaches to Global Management
- Types of IB Strategies (by Dimensions of Pressures for Cost Reduction and Local Responsiveness)
- Concept and Issues of Corporate Social Responsibility (CSR) and Business Ethics
- Practices of Economic and IB Diplomacy

Basic Books

Cavusgil, S.T., Knight, G., & Riesenberger, J.R. (2020). *International business: The new realities, 5th ed.* (Global edition), London (UK): Pearson.

Sthapit, A. (2022). *International business: Environments & strategies, 2nd ed.*, Kathmandu: Taleju Prakashan.

References

Daniel, J., Radebaugh, L., & Sullivan, D. (2018). *International business, 16th ed.* (Global edition), London (UK): Pearson.

Hill, C., & Jain, A.K. (2018). *International business: Competing in the global marketplace, 10th ed.* New Delhi: Tata McGraw-Hill.

Joshi, R.M. (2012). *International business, 5th ed.*, New Delhi: Oxford University Press.

Pradhan, S. (2010). *Foreign exchange management in international business, 2nd ed.*, Kathmandu: Education Enterprise.

Sthapit, A. (2022). *International business, 2nd ed.*, Kathmandu: Taleju Prakashan.

Official data sources (websites) recommended

BIMSTEC: www.bimstec.org

IMF: www.imf.org

Nepal Government websites including www.mof.gov.np, www.mocs.gov.np, www.npc.gov.np,

Nepal Rastra Bank: www.nrb.org.np

SAARC and SAFTA: www.saarc-sec.org

Trade and Export Promotion Centre (TEPC) publications: www.tepc.gov.np

UNCTAD: www.unctad.org

World Bank: www.worldbank.org

World Economic Forum: <https://www.weforum.org/>

WTO publications: www.wto.org

Journals (for review)

International Journal of Business Strategy (IJBS): <http://ijbs-journal.org/IJBS-JOURNAL/Default.aspx>

Journal of International Business Studies: www.jibs.net (on JSTOR: <https://www.jstor.org/journal/jintebusistud>)

Course Title: Strategic Management

Area of Study: Core

Code No: CA 542

Credit Hour: 3

LH: 48

Course Objective

This course aims to develop students' skill in using the tools and techniques of strategic management to analyze business environment, and formulate and implement business strategies in the dynamic and competitive environment.

Course Details:

Unit 1 Introduction to Strategic Management

LH 5

Basic Concepts of Strategic Management

The Study of Strategic Management, Benefits of Strategic Management;

Impact of Globalization, Innovation, and Sustainability: Challenges to Strategic Management;

Basic Model of Strategic Management – Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation and Control, Feedback/Learning Process;

Strategic Decision Making – What Makes a Decision Strategic, Strategic Decision-Making Process: Aid to Better Decisions;

Unit 2 Scanning the Environment

LH 10

Environmental Scanning and Industry Analysis

Environmental Scanning – Identifying External Environmental Variables, Identifying External Strategic Factors, Industry Analysis: Analyzing the Task Environment, Porter's Approach to Industry Analysis;

Strategic Groups, Strategic Types, Hypercompetition;

Competitive Intelligence – Sources of Competitive Intelligence, Monitoring Competitors for Strategic Planning, Forecasting, Danger of Assumptions, Useful Forecasting Techniques

Internal Scanning: Organizational Analysis

A Resource-Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage, Determining the Sustainability of an Advantage, Value-Chain Analysis;

The Building Blocks of Competitive Advantage – Efficiency, Quality as Excellence and Reliability, Innovation, Customer Responsiveness, Analyzing competitive advantage and profitability;

Scanning Functional Resources and Capabilities – Strategic Marketing Issues, Strategic Financial Issues, Strategic Research and Development (R&D) Issues, Strategic Operations Issues, Strategic Human Resource (HRM) Issues, Strategic Information Systems/Technology Issues, Synthesis of Internal Factors

Unit 3 – Strategy Formulation

LH 14

Strategy Formulation: Situation Analysis and Business Strategy – Situational Analysis: SWOT Approach, Finding a Propitious Niche;

Business-Level strategy – Low cost and differentiation, Lowering Costs, Differentiation, The Differentiation–Low Cost Tradeoff, Value Innovation: Greater Differentiation at a Lower Cost;

Strategy in a Fragmented Industry, Reasons for Fragmentation, Consolidating a Fragmented Industry Through Value Innovation, Chaining and Franchising, Horizontal Mergers;

Strategies in embryonic and growth Industries – The Changing Nature of Market Demand, Strategic Implications of Differences in Market Growth Rates;

Strategy in Mature Industries – Strategies to Deter Entry, Strategies to Manage Rivalry;

Strategies in Declining Industries

Strategy Formulation: Corporate Strategy

Corporate Strategy – Directional Strategy, Growth Strategies, Controversies in Directional Growth Strategies; Stability Strategies; Retrenchment Strategies;

Corporate-Level strategy:

Corporate-Level strategy and the Multi-business Model, Horizontal Integration: single-Industry corporate strategy – Benefits of Horizontal Integration, Problems with Horizontal Integration; Vertical Integration – Business Model, Increasing Profitability through Vertical Integration, Problems with Vertical Integration; Alternatives to Vertical Integration: cooperative relationships (Short-Term Contracts and Competitive Bidding, Strategic Alliances and Long-Term Contracting);

Strategic outsourcing – Benefits of Outsourcing, Risks of Outsourcing;

Corporate-Level strategy: related and Unrelated diversification – Increasing profitability through diversification, Transferring Competencies across Businesses, Leveraging Competencies to create a New Business, Sharing Resources and Capabilities, Using Product Bundling, Utilizing General Organizational Competencies;

Two types of diversification – Related Diversification, Unrelated Diversification, The Limits and disadvantages of diversification, Diversification for the Wrong Reasons, Related Versus Unrelated Diversification;

Entering new Industries: Acquisitions, The Attraction of Acquisitions, Acquisition Pitfalls; Joint Ventures; Restructuring, Why Restructure?

Portfolio Analysis – BCG Growth-Share Matrix, Advantages and Limitations of Portfolio Analysis;

Corporate Parenting, Developing a Corporate Parenting Strategy

Unit 4 – Strategy Implementation and Control

LH 8

Strategy Implementation and Control – Strategy Implementation, Who Implements Strategy?

What Must Be Done? Achieving Synergy

Structure Follows Strategy

Stages of Corporate Development

Organizational Life Cycle

Organizational Structures, Advanced Types of Organizational Structures

Re-engineering and Strategy Implementation

Six Sigma

Centralization Versus Decentralization

Unit 5 – Strategic Evaluation and Control

LH 7

Evaluation and Control in Strategic Management, Measuring Performance, Appropriate Measures, Types of Controls

Primary Measures of Corporate Performance

Balanced Scorecard Approach: Using Key Performance Measures

Primary Measures of Divisional and Functional Performance

Responsibility Centers

Using Bench-marking to Evaluate Performance

Problems in Measuring Performance – Short-Term Orientation, Goal Displacement, Guidelines for Proper Control

Unit 6 – Corporate Governance, Social Responsibility and Ethics in Strategic Management

LH 4

Role of the Board of Directors, Responsibilities of the Board, Members of a Board of Directors

Trends in Corporate Governance

The Role of Top Management, Responsibilities of Top Management

Social Responsibilities of Strategic Decision Makers – Responsibilities of a Business Firm, Sustainability, Corporate Stakeholders, Ethical Decision Making, Some Reasons for Unethical Behavior, Encouraging Ethical Behavior

References

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (15th ed.). Pearson Education.

Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2017). *Strategic management: An integrated approach – Theory and cases* (12th ed.). Cengage Learning.

Course Title: Sales Management and Retailing

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 541

Credit Hour: 2

LH: 32

Course Objective

The course aims to equip students with a comprehensive understanding of sales and retailing focusing on management skills essential for effective management in dynamic markets.

Course Details:

Unit I: Sales Management

LH 4

Concept; Objectives of sales management; Sales executives as coordinator, Sales management and control, Sales control, Sales control and organization; Theory of selling- AIDAS theory, Buying formula theory, Spin selling; Emerging trends in sales management.

Unit II: Personal Selling objectives

LH 5

Concept of personal selling; Process; Types of personal selling objectives; Analyzing market potential; Sales potential; Sales forecasting methods.

Unit III: Recruitment, Selection and Training

LH 5

Sales job analysis – Sales job description and sales job specifications; Recruitment and selection; Sources of recruitment; Selection process; Training – Identify training needs, Deciding content, methods of training, Executing the training, Evaluation of the training program

Unit IV: Motivating and Compensating Sales Personnel

LH 5

Concept of motivation; Reasons for motivational help to sales personnel; Devising a sales compensation plan; Types of compensation plan; Bonuses and fringe benefits. Stimulating tools: Sales meetings and sales contests; Planning and staging in sales meetings; Sales contests – objectives, contest formats, contest prizes, contest duration, contest promotion.

Unit V: Controlling and Evaluating

LH 4

Performance standard – types of performance standard; Types of sales force reports; Evaluating performance; Taking action; Controlling through supervision.

Unit VI: Retailing

LH 4

Concept of retailing; history of retailing; Retailer characteristics; Retail business formats; Retail as a career; The retail life cycle; Retailers creating value

Unit VII: Buying and Merchandise Management

LH 5

Buying functions; Centralized and decentralized buying; Merchandise Planning- Key aspects of merchandise planning; Pricing strategies – cost oriented, competition oriented, and demand oriented; Retail communication mix – New and tradition media elements; Digital retailing - 7C framework of digital retailing. Retail Location – types of location; Importance of location for a retailer

References

Still Richard R. Still, Edward Cundiff, Norman Govoni, and Sandeep Puri, **Sales Management: Decisions, Strategies and Cases**, Pearson India Education Services Pvt. Ltd.

Krishna K. Havaldar, Vasant M Cavale, **Sales and Distribution Management: Test and Cases**, McGraw Hill Education (India)

Gupta , S.L., **Sales & Distribution Management**, Excel Books, N.Delhi.

Michael Levy Michael & Dhruv Grewal, **Retailing Management**, McGraw Hill, New Delhi.

Helen Goworek & Peter McGoldrick, **Retailing Management- Principles and Practice**, Pearson Education Limited.

Course Title: Service Marketing and Customer Relationship Management

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 542

Credit Hour: 2

LH: 32

Course Objective

This course aims to give students the fundamental knowledge to the student to familiarize with the unique features of service marketing and the use of CRM in service marketing.

Course Details:

Unit 1: Introduction to Service Marketing

LH 5

Concept of service marketing; Service economy; Growth of the service sector; Characteristics of services; Categories of services- a process perspective; Challenges in service marketing; Service encounters; Types of service encounters; The three stage model of service consumption

Unit 2: Service Marketing Mix

LH 6

The 7P's of service, service product, flower of service, facilitating supplementary services, enhancing supplementary services; pricing strategy; distribution in a service context, place and time decisions, promotion of services- role of marketing communication, challenges of service communication, strategies to overcome communication challenges.

Unit 3: Managing Service Delivery

LH 6

Developing a blueprint; service process redesign; customer as co-producer; Productive capacity; managing capacity; analyze and understand demand pattern; managing demand, inventory demand through waiting lines and queuing systems- waiting lines, managing waiting lines, queue configurations, virtual waits. Queuing strategies based on market segment; Service environment, dimensions of the service environment,

Unit 4: Delivering Service Quality

LH 5

Service Quality, The GAP model- types of service quality gaps, key strategies for closing the gaps; measures of service quality -soft and hard service quality measures; SERVQUAL model; tools for analyzing service quality problems,

Unit 5: Customer Relationship Management (CRM)

LH 4

Concept of CRM; Objectives of CRM system from customer and company perspectives; Models of CRM – IDIC model, CRM value chain; Process of CRM strategy, Reasons for CRM failure.

Unit 6: Managing Customer Acquisition, Development and Retention

LH 6

Concept of new customer; Prospecting - business to business, business to customer prospecting; Strategies for customer development ; Customer retention; Economics of customer retention; Strategies for customer retention; Strategies for sacking customer.

References

Christopher Lovelock , Wirtz and Chatterjee, **Service Marketing: People, Technology and Strategy**, Seventh Edition, Pearson Education, India.

Christopher Lovelock and Wirtz, **Service Marketing: People, Technology and Strategy**, Fifth Edition, Pearson Education, India.

Buttle, Francis, **Customer relationship management concepts and technologies**, London, Tayler and Francis Group.

Payne, **The Essence of Service Marketing**, Prentice Hall of India, New Delhi.

Course Title: Advertising Management

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 543

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of advertising elaborating on its strategy and planning. This course is designed for students pursuing marketing specialization and aims to enhance the understanding of creative strategy and execution, media planning and buying. At the end of the semester, the students shall gain insights into digital and social media advertising technology and the ethical and legal issues in advertising.

Course Details:

Unit 1: Introduction to Advertising

LH 4

- Definition and scope of advertising
- History and evolution of advertising
- Role of advertising in marketing communication
- Types of advertising media

Unit 2: Advertising Strategy and Planning

LH 6

- Setting advertising objectives
- Developing advertising strategies
- Budgeting for advertising
- Media selection and scheduling

Unit 3: Creative Strategy and Execution

LH: 6

- Creative process in advertising
- Developing advertising messages
- Copywriting and visual design

- Testing and refining advertisements

Unit 4: Media Planning and Buying

LH: 6

- Media planning process
- Types of media and their characteristics
- Media buying strategies
- Evaluating media effectiveness

Unit 5: Digital and Social Media Advertising

LH: 4

- Introduction to digital advertising
- Social media advertising strategies
- Search engine marketing (SEM)
- Online advertising metrics and analytics

Unit 6: Ethical and Legal Issues in Advertising

LH: 6

- Ethical considerations in advertising
- Legal regulations and compliance
- Consumer protection laws
- Case studies on ethical dilemmas in advertising

References:

Pride, W. M., & Ferrell, O. C. (2018). *Marketing: Concepts and Strategies* (15th ed.). Houghton Mifflin.

Belch, G. E., & Belch, M. A. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (14th ed.). McGraw-Hill Education.

Ogilvy, D. (1983). *Ogilvy on Advertising*. Crown Publishing Group.

Smith, P. R., & Chaffey, D. (2017). *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing* (5th ed.). Routledge.

Course Title: Security Analysis and Investment Management

Area of Study: Specialization - Finance (Specialization)

Code No: SF 541

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide participants with a sound understanding on investment opportunities, security analysis and investment decision making. The course also aims to enable participants' value financial assets and portfolio of financial assets based on what they have learnt in the previous core subjects in the area of financial management in the preceding semester.

Course Details:

Unit I: Introduction

LH 3

Meaning of Investment; Characteristics of Investment; Objectives of Investment; Investment Vs Speculation; Investment Vs Gambling, Investment Process; Investment Assets (Real assets Vs financial assets); Ongoing trends in investment environment; Career opportunities in Investment.

Unit II: Security Markets, Instruments and Trading

LH 7

Security Markets (Money market, Bond market, Equity securities); Market Indexes; Value weighted index, Price weighted index, Equally Weighted Index, NEPSE Index, Security Trading Regulation in Nepal, Security Trading System and Process (Trading in Primary Market, Trading in Secondary Market), Buying in margin and short sales.

Unit III: Mutual Funds and Other Investment Companies

LH 4

Investment companies; Types of investment companies; Mutual funds; Cost of investing in mutual funds; Investment performance of mutual fund.

Unit IV: Security Analysis

LH 5

Macroeconomic and industry analysis: The domestic and global economy, Demand and supply shocks, Fiscal and Monetary Policy, Business Cycle, Industry analysis.

Equity valuation models: Balance sheet valuation methods, Intrinsic value, Dividend discount models (Zero growth model, Constant growth model, Non-constant models), Price earnings ratio.

Unit V: Risk and Return

LH 10

Returns of Investment (Returns on single asset and Portfolio return), Investment risks (Stand-alone risk, Portfolio risk), Measuring risks (Standard deviation, Variance, Coefficient of variation), Covariance and correlation coefficient, Diversification of Risk, Diversifiable and Un-diversifiable risk; Beta-coefficient of individual and portfolio, Capital allocation between risky assets, Optimal risky portfolio with two risky assets, Portfolio of one risky asset and one risk free asset, Complete optimal portfolio.

Unit VI: Equilibrium in Capital Market

LH 3

The Capital Assets Pricing Model: Introduction and Extensions of CAPM. Arbitrage Pricing Theory (APT); Arbitrage opportunities and profit, Security Market Line, APT and CAPM.

References:

Thapa K. and Rana S. B., Investment Management, Asmita Publication, Bhotahity Kathmandu.

Sharpe, W. F., Alexander G. J., and Bailey, J. V., Investments, Prentice-Hall of India

Francis, J. C., Investments: Analysis and Management (7th ed.), McGraw-Hill, Inc.

Annual reports of SEBON and NEPSE

Mukherjee S., Security Analysis and Portfolio management. Vikas publishing house, India.

Reilly, F. K. Investment Analysis and Portfolio Management. New York: McGraw Hill

Bhalla V. K., Investment management. S. Chand publishing, India.

Course Title: Management of Financial Institutions

Area of Study: Specialization - Finance (Specialization)

Code No: SF 542

Credit Hour: 2

LH: 32

Course Objective

The main objective of this course is to provide a conceptual framework of current issues in managing financial institutions and their risks. The course basically aims at imparting conceptual and analytical skills to the students on the issues relating to management of financial institutions.

Course Details:

UNIT I: Introduction and Overview of Financial Institutions

LH 4

An Overview of Financial Institutions, Economic Functions Performed by Financial Institutions, Role of Financial Institutions in the Financial System as a whole, Types and Growth of Financial Institutions in Nepal, Structure of the Nepalese Economy and Financial System.

UNIT II: Regulatory body and Regulation

LH 4

Introduction of Regulatory Body (Nepal Rastra Bank), Objectives, Functions, Organizational Structure and Management of Nepal Rastra Bank, Monetary Tools of Central Bank, Balance Sheet of Central Bank, Types of Regulation, Overview of Regulation, Provision for Capital Adequacy*.

Unit III: Commercial Banks Management

LH 8

Meaning, Objectives and Functions of Commercial Banks; Financial Statements (Balance Sheet and Income Statement) of Commercial Banks; Measures of Bank Performance (Analysis of profitability, Leverage and Risk)*; Liquidity, Assets and Liabilities Management (Sources and

Uses of funds, Duration Gap, Funding Gap and Immunization)*; Off-Balance Sheet Activities; NRB Directives to Commercial Banks.

Unit IV: Investment Companies, Thrifts and Credit Unions

LH 5

Concept, features and types of investment companies, Roles of Mutual Funds, Mutual fund performance*, Meaning, Objectives and functions of Thrifts and Credit Unions, Problems of thrifts and Credit Unions.

UNIT V: Insurance Companies, Provident Fund and Citizen Investment Fund

LH 5

Definitions, Functions and Types of Insurance Companies; Risk and Returns of Insurance Companies*; Meaning, Objectives, Functions and Types of Provident Fund and Citizen Investment Fund.

UNIT VI: Risks Management in Financial Institutions

LH 6

Meaning of Credit Risk, Liquidity Risk and Interest Rate Risk; Credit Scoring Models*, Calculating Return on a Loan*, Measuring bank's Liquidity Exposure*, Methods of Interest Rate Risk Measurement and Management: Repricing Model and Duration Model*.

References:

Anthony Saunders and Marcia Millon Cornett. (2006). **Financial Markets and Institutions**. *Tata McGraw Hill Publishing Company Limited, New Delhi.*

Frederic S. Mishkin and Stanley G. Eakins. (2006). **Financial Markets and Institutions**. *Pearson Education Inc. and Dorling Kindersley (India) Pvt. Ltd.*

L.M. Bhole. (2005). **Financial Institutions and Markets: Structure, Growth and Innovations**. *Tata McGraw Hill Publishing Company Limited, New Delhi.*

M.K. Shrestha & D.B. Bhandari. **Financial Markets & Institutions**. *Asmita Publication, Bhotahity Kathmandu.*

Nepal Rastra Bank. **Banking and Financial Statistics**. *NRB: Bank and Financial Institution Regulation Department, Statistics Division.*

Banks and Financial Institutions Act, 2063 (2006).

Nepal Rastra Bank. **Quarterly Economic Bulletin (various issues)**. *NRB: Central Office, Baluwatar, Kathmandu.*

Insurance Act, 1992. Insurance Regulation, 1993.

Insurance Board, Nepal. Annual Reports (Various Issues)

Note: * Numerical examples

Course Title: Financial Derivatives and Engineering

Area of Study: Specialization - Finance (Specialization)

Code No: SF 543

Credit Hour: 2

LH: 32

Course Objective

This course aims at providing the students with the knowledge of different types of financial derivatives and the mechanisms of their markets, and the fundamentals of financial engineering.

Course Details:

Unit I: Introduction

L.H. 6

Exchange-traded Markets; Over-the-counter Markets; Forward Markets; Definition and characteristics of derivative instruments; Application of financial derivatives; No-arbitrage principle; Speculation Vs Hedging; Types of Traders; Hedgers; Speculators; Arbitrageurs.

Unit II: Future Markets

L.H. 8

Forward Contracts: definition, advantage, disadvantage; Futures contract: definition and characteristics; Distinction between forward contract and futures contract; Role of clearing house in trading futures contracts and futures position administration; Ways to close futures position; Types of futures contracts; Purpose of futures markets.

Unit III: Option Markets

L.H. 8

Definition of call and put option; Option buyer and option writer; European and American option; Mechanics of option market: clearing house, types of option trade, margin rule, and price quotation; 'In the money', 'out of the money', and 'at the money' put and call options.

Unit IV: Option Payoffs and Option Strategies

L.H. 10

Analyzing Short and long option positions and payoff diagram; Covered call strategy; Portfolio hedging strategy; Option valuation using Binomial and Black and Scholes model.

Unit V: Swaps Market

L.H. 8

Motivations for entering into a swap agreement; Swap agreement terminology; Interest rate swaps; Currency swaps

Unit VII: Financial Engineering

L.H. 8

Option combinations; Synthetic instruments; The Swap as a portfolio; Portfolio insurance

References:

Robert W. Kolb, Futures, Options & Swaps, Blackwell, Oxford

John C. Hull., Options, Futures, and Other Derivatives, Pearson Education, Inc

S. Eckl, J.N. Robinson, and D.C. Thomas, Financial Engineering, Blackwell, Oxford

Kiran Thapa , Jhabindra Pokharel, Financial Derivatives and Risk Management, Ashmita Books Publishers & Distributors

Course Title: Training and Development

Area of Study: Specialization - Human Resource Management (Specialization)

Code No: SH 541

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of training and development elaborating on the identification of training needs and its design. This course is designed for students pursuing human resource management specialization and aims to enhance the understanding of training methods and techniques, training delivery, implementation and evaluation. At the end of the semester, the students shall gain insights into use of human resource technology and the current trends in training and development.

Course Details:

Unit 1: Introduction to Training and Development

LH 4

- Concept and significance of training and development
- Objectives of training and development
- Differences between training and development
- The role of training in organizational growth

Unit 2: Needs Assessment and Training Design

LH 6

- Identifying training needs
- Methods of needs assessment
- Designing effective training programs
- Aligning training with organizational goals

Unit 3: Training Methods and Techniques

LH 6

- On-the-job training methods
- Off-the-job training methods
- E-learning and digital training
- Blended learning approaches

- Simulations and role-playing

Unit 4: Training Delivery and Implementation

LH 6

- Choosing the right training delivery method
- Effective presentation and facilitation skills
- Handling challenges in training delivery
- Implementation strategies for training programs

Unit 5: Evaluation of Training Programs

LH 4

- Principles of training evaluation
- Techniques for measuring training effectiveness
- Kirkpatrick's Four Levels of Evaluation
- Calculating Return on Investment (ROI) in training

Unit 6: Advanced Topics in Training and Development

LH 6

- Current trends in training and development
- Use of technology in training
- Leadership development and succession planning
- Cross-cultural training and global trends

References

Armstrong, M. (2012). *Human Resource Development*.

Dessler, G. (2017). *Human resource management* (15th ed.). Pearson.

Biech, E. (2015). *Training for dummies*. Wiley.

Rogers, R. W. (2006). *The art and science of training*. Performance Development Group.

Kirkpatrick, D. (2006). *Evaluating training programs: The four levels*. Berrett-Koehler Publishers.

Senge, P. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday.

Purbanchal University

MBA IV Semester

Course Title: Strategic Human Resource Management

Area of Study: Specialization – Human Resource Management (Specialization)

Code No: SH 542

Credit Hour: 2

LH: 32

Course Objective

This course is designed for students pursuing human resource management specializations. This course aims to familiarize the students with the theoretical and practical perspectives of strategic human resource management. It helps to make the students competent for aligning HR systems and strategies with the business strategy to achieve organizational goals and provide insights in developing, formulating and implementing HR strategies and programs to introduce and sustain competitive HR advantage in organizations.

Course Details:

Unit I: Introduction to Strategic Human Resource Management (SHRM): LH 4

Concept and types of SHRM; Strategic vs. Traditional HR; Roles of HR in SHRM; Components of strategic management process and linkage with HRM; Investment perspective of HRM; Barriers to strategic HR; Interrelationship between HR, SHRM & corporate strategy;

Unit II: Theoretical dimensions of SHRM LH 4

Resource-based approach of SHRM with VRIO framework, Contingency approach, Universalist approach; Theories of SHRM: Organizational Life-cycle Theory and General System Theory; Models of SHRM: The Harvard Model and The Warwick Model

Unit III: Functional aspects of SHRM LH 8

Strategic acquisition of human resources: Recruitment, selection and staffing; Workforce planning, succession planning; Career planning & development; Strategies to deal with employee shortage and surplus; Job analysis, design and redesigning work system in SHRM; Strategic implication of training and development; Integrating training with performance management and compensation;

Unit IV: HRM Strategy Formulation, Implementation and evaluation

LH 8

Formulating HR strategy: HR strategy formulation process; Methodology for formulating HR strategies; Application of the Best-fit approach and the configuration approach to strategy development.

Implementing HR strategies: Variables of strategic implementation; Barriers to the implementation of HR strategies and remedies; HRM issues and practices associated with directional strategies (Concentration, Internal growth, External growth, and Divestment)

Strategy evaluation and control: Audit and analytic approach of evaluating the effectiveness of HRM practices: Strategies for improving HR effectiveness: Restructuring, outsourcing, process redesign and technological intervention..

Unit V: Specific strategic HR initiatives

LH 4

Strategies for organization development: Organization culture management, developing employee relationships, employees engagement, knowledge management, quality management, and effective customer service.

Unit VI: Issues and challenges of SHRM

LH 4

Strategic HRM challenges in dealing with technology & innovation, and workforce demographic changes and diversity; Outsourcing and revamping HR strategies; Managing client site employees/off shoring/ Re-shoring; HR strategies in the context of mergers and acquisitions.

Note: At Least one Case Study is to be discussed in each unit of this course of study.

References:

- Jeffrey A. Mello (2015). *Strategic human resource management*. Stamford USA: Cengage Learning
- Raymond Noe, Raymond John Hollenbeck, Barry Gerhart & Patrick Wrigh (2016). *Strategic Human Resource Management: Gaining a Competitive Advantage* (13th Edition). New York: McGraw-Hill Education LLC
- Michael Armstrong (2008). *Strategic human resource management: A guide to action, 4th edition*; London: Kogan Page
- Charles R. Greer (2021). *Strategic human resource management View*. NJ: Pearson Education Company
- Tanuja Agarwala *Strategic human resource management*. Oxford: Oxford University Press
- Truss, Catherine, Mankind David & Clare Kelliher (2012). *Strategic human resource management*. Oxford: Oxford University Press
- Das, Pulak (2013). *Strategic human resource management: A resource driven perspective, 4th Indian Reprint*. New Delhi: Cengage Learning

Course Title: Performance and Compensation Management: System and Strategies

Area of Study: Specialization – Human Resource Management (Specialization)

Code No: SH 543

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of performance management elaborating on its appraisal systems, feedback and coaching. This course is designed for students pursuing human resource management specialization and aims to enhance the understanding of compensation management, incentives and rewards systems. At the end of the semester, the students shall gain insights into strategic compensation and performance management.

Course Details

Unit 1: Introduction to Performance Management

LH 4

- Definition and importance of performance management
- Objectives and benefits of performance management
- Key components of a performance management system

Unit 2: Performance Appraisal Systems

LH: 6

- Types of performance appraisal systems
- Steps in conducting performance appraisals
- Common methods of performance appraisal
- Challenges and biases in performance appraisal

Unit 3: Performance Feedback and Coaching

LH: 6

- Techniques for providing effective performance feedback
- Coaching and mentoring for performance improvement
- Handling difficult performance conversations
- Developing action plans for performance improvement

Unit 4: Compensation Management Systems

LH: 6

- Definition and objectives of compensation management
- Types of compensation systems
- Job evaluation and pay structures
- Legal and ethical considerations in compensation

Unit 5: Incentive and Reward Systems

LH: 4

- Types of incentive and reward systems
- Designing effective incentive plans
- Performance-based pay systems
- Non-monetary rewards and recognition

Unit 6: Strategic Compensation and Performance Management

LH: 6

- Aligning compensation with organizational strategy
- Developing a strategic compensation plan
- Evaluating the effectiveness of compensation systems
- Future trends in performance and compensation management

References

Deci, E. L., & Ryan, R. M. (2008). *Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Wellness* (1st ed.). Guilford Press.

Cardy, R. H. (2014). *Performance Management* (7th ed.). McGraw-Hill Education.

Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). *Compensation* (12th ed.). McGraw-Hill Education.

Course Title: Purchasing and Material Management

Area of Study: Specialization – Operations and Supply Chain Management (Specialization)

Code No: SO 541

Credit Hour: 2

LH: 32

Course Objective

This course provides an in-depth understanding of purchasing and materials management processes in organizations. Students will explore strategies for effective procurement, inventory control, supplier relationship management, and logistics. The main goal of the course is to provide students in business administration with an in-depth understanding of the key activities involved in buying and utilizing materials as well as their impact on an organization's performance. The secondary objective is to develop the students' skills in communication, teamwork, and critical thinking through classroom discussions and case analysis.

Course Contents

UNIT I: Introduction to Purchasing Management

LH 5

Introduction, Establishing Specifications, Functional Specification Description, Selecting Suppliers, Price determination, Impact of Material Requirements Planning on Purchasing, Expansion of Purchasing into Supply Chain Management, Organizational Implications of Supply Chain Management.

UNIT II: Forecasting

LH 5

Introduction, Demand Management, Demand forecasting, Characteristics of Demand, Principles of Forecasting, Collection and Preparation of Data, Forecasting Techniques, Some Intrinsic Methods of forecasting: Average Demand, Moving Averages, Exponential Smoothing

UNIT III: Logistics and Supply Chain Integration **LH 4**

Role of logistics in purchasing, Transportation and distribution management, Supply chain collaboration

UNIT IV: Introduction to Materials Management **LH 4**

Introduction, Operation Environment, The Supply Chain Concept, Building and maintaining supplier relationships, Performance measurement and evaluation, Negotiation strategies, Supply Chain Metrics

UNIT V: Production Planning System **LH 5**

Introduction, Manufacturing Planning and Control System, Sales and Operations Planning, Manufacturing Resource Planning, Enterprise Resource Planning, Making the Production Plan

UNIT VI: Inventory Management **LH 5**

Inventory – Aggregate Inventory Management, Item Inventory Management, Inventory and the Flow of Material, Supply and demand Patterns, Functions of Inventories, Objectives of Inventory Management, Inventory Costs

UNIT VII: Technology in Purchasing and Materials Management **LH 4**

E-procurement systems, Data analytics in supply chain management, Emerging technologies (e.g., Block chain, AI).

(This unit aims to impart **basic concepts only**).

References

Arnold, J.R. Tony, Chapman, Stephen N., and Clive, Lloyd M. Introduction to Material Management, 6th ed., Pearson Prentice Hall, 2008.

Gopalakrishnan, P., Handbook of Materials Management, Prentice Hall of India, 1996.

Harrison, Alan and Hoek, Remko van, Logistics Management and Strategy: Competing through the supply chain, 3rd ed., Pearson Education Limited, 2008.

Lamer Lee and Donald W. Dobler, Purchasing and Material Management, Text and cases, Tata McGraw Hill, 1996.

Monczka, Robert M., Handfield, Robert B., Giunipero, Larry C., Patterson, James L., Purchasing and Supply Chain Management ,4th ed. South-Western Cengage Learning, 2009.