

**Pokhara University**  
**School of Business**  
**International Finance, FIN-634, MBA-2019**

Instructor: Surya G. C.  
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Class Hours  
Wed -Thu: 7:00-8:30

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## Course Plan

### Course Overview:

This course is designed to provide a comprehensive coverage of multinational finance topics. We will introduce the functions and operations of the foreign exchange and international money markets and discuss the underlying forces that move prices in these markets. We will move on to the analysis of the exchange rate risk problem of the international business firm and provide an in-depth analysis of various hedging strategies available to the multinational manager. The discussions will make use of real world events and problems as we proceed. Students should expect to develop an integrated analytical and decision making perspective that will enable them to extend financial concepts such as multinational capital budgeting and foreign exchange risk management, and instruments such as currency forwards, options, futures, etc.

This course will cover a number of topics in international finance including foreign exchange markets, measuring and hedging exchange rate risk, exchange rate determination, currency regimes and emerging issues in international finance. International finance involves dynamic, exciting real-world events. My goal is to make you be aware of and appreciate the importance of these events in conducting business internationally.

### Class Participation:

Your participation in the class discussion is very important for the success of the course. Every student is expected to fully participate in class discussions. Besides regular attendance, participation, both in quantity and quality, is critical. Participating in class allows you to practice critical thinking and listening skills while developing the ability to balance advocacy for your own ideas with inquiry into the ideas of others. Use the discussions to expand your understanding of different perspectives. To receive a full credit for participation, I expect you to listen actively and respectfully to your colleagues' comments. Your contributions should demonstrate both your own ideas and your ability to analyze those of your colleagues. Side discussions, excessive late arrivals, and other interruptions are disrespectful to the class and will detract from your class participation grade.

### Class Policy:

A typical class meeting will have a lecture-discussion format. We will cover material from the textbook, discuss assigned readings and cases, and analyze some end-of-chapter questions and/or problems, as well as devote some amount of time to a free-form discussion of current events pertaining to or affecting multinational corporations and the international financial markets.

### Problems/Homework:

Homework will be assigned after a topic has been discussed in class. You may find it best to work in groups on homework problems. Homework will not be collected, but part of the exams will be taken directly from or slightly modified from homework.

### Tentative Course Description \*

Module	Course Details	LH
1	International Finance : Introductory discussions - Asian Financial Crisis - Case -I : <i>The Indian Rupee – US Dollar exchange rate: The economic impact of a strengthening currency</i> - Currency War: Focusing on US China trade dispute. Case- II: <i>China's Renminbi: "Our Currency, your problem"?</i>	3
2	The Foreign Exchange Market	3

	<ul style="list-style-type: none"> <li>- Microstructure, geographical extent, functions, market participants</li> <li>- Foreign exchange rates and quotations</li> <li>- International arbitrage</li> <li>- Reading: <i>The Global Foreign Exchange Market: Growth and Transformation</i></li> </ul>	
	Exam – I	1
3	Foreign Exchange Risk Management <ul style="list-style-type: none"> <li>- Currency risk</li> <li>- Currency derivatives</li> <li>- Foreign exchange exposures: Transaction, Operating, and Accounting exposure</li> <li>- Foreign currency risk hedging decision</li> <li>- Case- III: <i>Voyages Soleil: The Hedging Decision</i></li> <li>- Case – IV: <i>Merton Electronics Corporation: Hedging currency risk</i></li> <li>- Case – V: <i>Westwood Plastics Inc.</i></li> <li>- Additional Reading: i) <i>Identifying, measuring, and hedging currency at Merck</i> ii) <i>Managing foreign exchange risks; Darden business publishing</i></li> </ul>	6
	Exam – II	1
4	Foreign Exchange Rate Determination <ul style="list-style-type: none"> <li>- Balance of Payments Approach</li> <li>- Prices, Interest Rates and Exchange Rates</li> <li>- Parity Conditions : PPP, IRP, IFE</li> <li>- Case – VI: <i>Trade deficits, current account deficits and exchange rates in US: The Policy implications</i></li> <li>- Project Work: Currency Coverage Report</li> </ul>	4
	Exam – III	1
5	Multinational Capital Budgeting <ul style="list-style-type: none"> <li>- Subsidiary versus parent perspective</li> <li>- Factors to consider in MNC capital budgeting</li> <li>- Adjusting project risk assessments</li> <li>- Case – VII: <i>Dorchester Ltd.</i></li> <li>- Case – VIII: <i>Blades Inc. 's Investment in Thailand</i></li> </ul>	3
6	International Monetary Environment <ul style="list-style-type: none"> <li>- Evolution of international monetary system</li> <li>- Currency regimes</li> <li>- The current exchange rate arrangements</li> <li>- Flexible versus fixed exchange rates</li> <li>- Issues of Nepalese foreign exchange system</li> </ul>	3
7	Global financial environment: Foreign exchange risks, political risks, financial goals Term End Class Presentation: <i>On selected special topics</i> MBA Seminar: <i>Is financial globalization good for developing countries?</i>	3
	Project Report Submission : Currency Coverage Report	
	Trimester End Examination	

\*Some course contents, case studies or assigned readings may be changed on the discretion of the course instructor as the course progresses.

**Grading System:** The grades for this course will be based on class quizzes, written examination, class presentations, participation in group discussions, case analysis assignments, seminar paper and a term project, as well as attendance and contributions in class. The table below shows the percentages of the overall grade which are accounted for by the different graded assignments.

<u>Assignment</u>	<u>Percentage of final grade</u>
3 Class Quizzes	15%
Case Analysis Reports	10%
Class Presentation	5%

Term Project (Currency Report)	10%
Seminar Paper and Presentation	10%
Assignments, Attendance and Other Activities	10%
Trimester End Examination	40%

**In-class Exams:** Exam I, II & III will be taken as multiple choice question quizzes. The exams can be taken at the end of the module or during the module given in the tentative course outline. The exams can be surprise exams or pre-announced. The objective of surprise test is to encourage you for continuous study.

**Make-ups:** If you have an extreme emergency, at my discretion you will be allowed to take a make-up exam. Requests for makeup exams must be made in writing via a formal letter with explanation and documentation (physician, supervisor, etc.). If possible, I prefer to know in advance that you will miss an exam. In fairness to those who took the regularly scheduled exam, the make-up exam must be taken within one week of the missed exam.

**Term End Presentation:** Class presentation has been included to enhance your presentation skills. You are expected to deliver a professional presentation on any topic related to international finance. Some of the possible areas are given below. You should register your topic with the course instructor. Duplicate topics will not be registered. Hence, you are advised to register early as it increases the probability of getting your preferred topic.

- Greece Debt Crisis, Eurozone Debt Crisis, Mexican Crisis, Asian Crisis, Argentine Crisis, Global Financial Crisis 2007-2008, etc.
- International exchange rate regimes and currency board, currency peg, or dollarization experiences
- International equity markets and potential portfolio diversification benefits
- The birth of a European currency: The Euro
- Speculation in currency markets
- Cross-listing trends across global equity markets
- Hedging policies or experiences of MNCs
- The global impact of weakening US dollar
- Policy, acts, circulars, directives etc. related to foreign exchange of Nepal
- The currency peg experience of Nepal
- Trends in international capital flows

**Basic Textbooks:**

*International Financial Management*, by Jeff Madura  
*International Financial Management*, by Eun & Resnick

**References:**

*Multinational Business Finance*, by Eiteman, Stonehill and Muffet  
*Multinational Financial Management*, by Alan Shapiro

**Recommended Websites:**

<a href="http://www.forexnews.com">www.forexnews.com</a>	<a href="http://www.fxstreet.com">www.fxstreet.com</a>	<a href="http://www.ft.com">www.ft.com</a>
<a href="http://www.forex.com">www.forex.com</a>	<a href="http://www.wsj.com">www.wsj.com</a>	<a href="http://www.economist.com">www.economist.com</a>
<a href="http://www.dailyfx.com">www.dailyfx.com</a>	<a href="http://www.forexcharts.net">www.forexcharts.net</a>	<a href="http://www.oanda.com">www.oanda.com</a>
<a href="http://www.fxcm.com">www.fxcm.com</a>	<a href="http://www.imf.org">www.imf.org</a>	<a href="http://www.bis.org">www.bis.org</a>
<a href="http://www.cme.com">www.cme.com</a>	<a href="http://www.nrb.org.np">www.nrb.org.np</a>	<a href="http://www.marketwatch.com">www.marketwatch.com</a>
<a href="http://finance.yahoo.com">http://finance.yahoo.com</a>	<a href="http://www.phlx.com">www.phlx.com</a>	<a href="http://www.bloomberg.com/markets">www.bloomberg.com/markets</a>
<a href="http://www.ozforex.com.au/marketwatch.com">www.ozforex.com.au/marketwatch.com</a>		



## POKHARA UNIVERSITY

### School of Business, Faculty of Management Studies M.B.A Program

### Course Syllabus

Third Trimester, 2019

### Business Research Methods (BRM)

**Instructor:** Surya Bahadur G. C., PhD.

**Email:** suryagc@pufms.edu.np, suryagc@gmail.com

**Contact:** 9846026556

**Office:** School of Business, 1<sup>st</sup> Floor, Pokhara University, Pokahra-Lekhnath 30.

#### **Basic Text Books:**

- Zikmund, William G., *et al.*, (2013). Business Research Methods, 8th Edition. Publisher, Cengage South-Western.
- Uma Sekaran, Roger Bougie. (2010). Research Methods for Business: A Skill Building Approach, 7<sup>th</sup> Edition. Publisher, Wiley and Sons.

#### **Course Description:**

The purpose of this course is to introduce to you the concepts, principles, and techniques used in gathering, analyzing, interpreting, and communicating information for business decision making. Topics covered include: problem definition, research design, measurement, data collection, surveys, questionnaires, sampling, field work, data preparation, data analysis including: descriptive, inferential statistics, ANOVA, correlation, regression, factor analysis, discriminant and logistic analysis, structural equation modeling and report preparation and presentation. Students will apply research skills using a variety of computer applications with SPSS and real business cases.

#### **Course Objectives:**

##### **The main objectives of this course are**

- To familiarize students with the basic concepts of research methodology.
- To give a detailed overview of all the steps involved in the research process.
- To give students a basic knowledge of statistical tools for the analysis of data.
- To make students able to interpret result of statistical analysis.

**By the end of this course, students should be able to:**

- Understand the purpose of Commerce and Management research, the qualities of a good researcher, types of research, the research process and the characteristics of a good research project.
- Search relevant literature and develop appropriate research designs for their own research questions.
- Understand and apply a range of qualitative and quantitative approaches to data collection, data analysis and interpretation.
- Identify, evaluate and document relevant literature pertinent to research problems presented and discussed in class.
- write a research proposal based on skills acquired in the course.
- Determine real world business research problems, and develop a proper scientific research methodology to tackle them.
- Decide on the appropriateness and consistency between the different research components.
- Critically think about research work that have been already done by other researchers.
- Strongly adhere to ethical standards that are universally employed for conducting scientific research.

**Methods of Teaching and Learning:** These will consist of textbook readings, real cases, active discussions, practice quizzes, written examinations.

**Course Requirements**

- Regular **attendance** is highly required.
- Classroom **participation and presentation** is highly recommended.
- Personal **improvements**, as long as we proceed, is needed.
  - **Assignment 1: Research Proposal:**  
In this assignment, students develop and present a research proposal expressing their deep understanding of the research process. This work must be built on an intensive literature review. Each student will be given approx. 10 minutes to present his work. Each Student must hand a written research proposal three weeks before final exams.
  - **Assignment 2: Re-evaluation of previously published research papers.**  
This assignment helps students to develop their analytical and critical thinking abilities thorough re-evaluating of previously published research papers. Students are expected to identify, evaluate and document their work which has to be done in a critical thinking manner. Each Student must hand an End-of-Semester Report on his work tow weeks before final exams.
- **Computer applications with SPSS- Laboratory**  
This training will practically familiarize students with the basic knowledge of statistical analysis of the research data. Training will include but not limited to- Data coding and entry, Descriptive statistics. Hypotheses testing, ANOVA and Post Hoc Tests (Multiple comparisons'). Simple and Multiple regression.

## Grading:

Internal Exam	30%
Classroom preparation and active discussion	5%
Assignments fulfillment and submission-Punctuality is appreciated and rewarded. (10% for assignment 1 & 5% for assignment 2)	15%
Attendance	5%
Computer applications with SPSS	5%
Final Exam	40%
<b>Total</b>	<b>100%</b>

## COURSE OUTLINE\*

<b>Week</b>	<b>Topic</b>
1	Chapter 1: The Role of Business Research
2	Chapter 4: The Business Research Process: An overview
3	Chapter 6: Problem Definition: The foundation of business research
4	Chapter 7: Qualitative research tools
5	Chapter 8: Secondary Data Research in a Digital Age
6	Chapter 12: Experimental Research
	<b>Mid-term Exam</b>
7	Chapter 13: Measurement and Scaling Concepts
7	Chapter 14: Attitude Measurement
8	Chapter 15: Questionnaire Design
8	Chapter 16: Sample Designs and Sampling Procedures; Chapter 17: Determination of Sample Size: A review of Statistical Theory
9	Chapter 19: Editing and Coding: Transforming Raw Data into Information; Chapter 20: Basic Data Analysis: Descriptive Statistics
10	Chapter 21: Univariate Statistical Analysis; Chapter 24: Multivariate Analysis
11	Chapter 23: Bivariate Analysis: Measures of Associations; Chapter 25: Communicating Research Results: Report Generation, Oral Presentation, and Follow up
12	<b>Project and Presentation</b>
	<b>Internal Final Exam</b>

\*The chapters are from basic text book by Zikmund et al.

### **Additional References**

1. Creswell, J. (2003). **Research Design: Qualitative, Quantitative, and Mixed Methods Approaches**. Thousand Oaks, California: Sage Publications.
2. Patton, M.Q. (2002). **Qualitative research & evaluation methods** (3rd edition). Thousand Oaks, California: Sage Publications.



# Pokhara University

## School of Business

### Work Plan 2020

Level	:	MBA
Trimester	:	II
Course	:	<b>MGT 541 Emerging Concepts in Management</b>
Credit hour	:	2 (Two)
Facilitator	:	Shrijan Gyanwali, PhD (email: gyanwalishrijan@gmail.com)

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#### Objectives

The purpose of this course is to provide an overview of the emerging principles and concepts in management. The course will cover current management theories and practices, managerial roles and responsibilities, investigation and review of historical foundations and approaches, managerial functions of planning, organizing, staffing, directing, and controlling, and an understanding of human behavior and the impact of demographic diversity on organizations. The course also defines the basic tasks of the manager in establishing the work environment, making decisions, setting objectives, goals and strategies, allocating resources, and executing programs to assure quality standards.

#### Course Outline & Work Plan

- 1. Management Concept** **4 LH**  
Introduction to Management, Management as Universal Human Activity,  
Management as a Process, Contextual in Nature and Types and Roles of Managers
- 2. Reviewing the Management Theories** **6 LH**  
Management Principles, Classical Management School (Scientific Management, Administrative Management, Bureaucratic Management Theory)  
Neo-classical Management School (Human Relation Theory, Behavioural School)  
Modern Management (System Approach, Contingency Approach, Theory Z, Management by Objectives, Porters Five Factors, Blue Ocean Strategy).
- 3. Emerging Issues in Management** **6 LH**  
Globalization, Regionalization, Workforce Diversity, Digitalization, Knowledge

Management, Contemporary Management Practices (Business Process Reengineering, Downsizing and Restructuring, Enterprise Resource Planning, Open Book Management, Outsourcing, Green Management, Waste management, Employee Re-boosting, Corporate Social Responsibility, Managing Change and Innovation).

#### 4. Environmental Context

3 LH

Internal and External Environment (Political, Economic, Socio-cultural, Technological and Legal), Managerial Ethics.

#### 5. Management Functions

5 LH

Planning and Formulating Strategy, Organizing, Leading (Directing, Supervision), Controlling and Quality Assurance, Decision Making, Staffing and Motivating, Communication and Team Work, Networking and Conflict Resolution, Managing Change and Innovation.

#### Class Room Learning Approach

Lecture, Discussion, Question /Answer, Case Studies, Practical Exercise.

#### Text Books:

1. Griffin, R.: *Management*, ATTBS, Delhi.
2. Robbins P. and Coulter M.: *Management*, Prentice –Hall of India Private Limited.
3. Stoner, J. A., Freeman, R. E. and Gilbert, D. R.: *Management*, Prentice –Hall of India P. Ltd.

#### Assessment Criteria

- i) **Class participation & attendance:** It is expected from the student for their active participation in class discussion. Minimum 80% attendance is required to attend in the final examination as per the college rules.
- ii) **Examination:** One internal and one external examination will be conducted.
- iii) **Assignments & presentation:** Group and individual assignment is to be submitted within a given time frame. The presentation is to be made individually or in a group. Field visit may also required to complete the assignment.

#### Details of Assessment

- **Internal Evaluation :**  
Internally assess by the course instructor 60%
- **External Evaluation :**  
Assessment through final examination 40%





# Pokhara University

## School of Business

### Work Plan

Level	:	MBA
Trimester	:	IV / V
Course	:	<b>MKT 663 Marketing Research</b>
Credit hour	:	2 (Two)
Facilitator	:	Shrijan Gyanwali, PhD (email: gyanwalishrian@gmail.com)

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### Objectives

This course aims to develop students' skills in designing and conducting marketing research projects. The course focuses on marketing research process and applications. The course includes concept, nature, and importance of marketing research, application of scientific methods in marketing research, nature of marketing research problems and problem formulation, marketing research designs, data collection methods, fieldwork planning, data processing and analysis, research for new product development, advertising research, brand image research, sales research, attitude and psychographic research. Students are required to undertake marketing research projects as part of the internal evaluations.

### Course Outline & Work Plan

#### 1. Introduction

**6 LH**

Concept, nature and scope of marketing research. Types, importance, and Characteristics of marketing research. Relationship of marketing research with other discipline. Difference between marketing research and academic research. Ethics in marketing research, and basic concepts of research.

#### 2. Marketing Research Process

**8 LH**

Problem formulation, research design, research approaches, construction of instruments, selecting a sample, measurement and scaling, data collection, data processing, data presentation, and report writing.

### 3. Areas of Marketing Research

4 LH

Product research, advertising research, brand image research, sales research, and motivation research.

### 4. Marketing Research Project

6 LH

Selection of individual research project, preparation of research report, presentation of study findings (Preparation of questionnaire for qualitative data, preparation of interview check list for quantitative data, field work visit for collection of primary data, processing and analysis of data by using SPSS or such other software and interpretation of result must be completed through presentation in the class).

### Class Room Learning Approach

Lecture, Discussion, Question /Answer, Practical Work, Quiz.

### Text Books:

1. Naresh K. Malhotra, David F. Birks and Peter Wills: Marketing Research: An Applied Approach. Pearson, New Delhi.
2. D. D. Sharma: Marketing Research: Principles, Applications and Cases. Sultan Chand & Sons, New Delhi.

### Reference books:

1. A.K.P.C. Swain: A Text Book of Research Methodology, Kalyani Publishers, Dew Delhi.
2. Ranjit Kumar: Research Methodology a Step by Step Guide for Beginners, Pearson, New Delhi.

### Assessment Criteria

- i) **Class participation & attendance:** It is expected from the student for their active participation in class discussion. Minimum 80% attendance is required to attend in the final examination as per the college rules.
- ii) **Examination:** One internal and one external examination will be conducted.
- iii) **Assignments & presentation:** Group and individual assignment is to be submitted within a given time frame. The presentation is to be made individually or in a group. Field visit may also required to complete the assignment.

### Details of Assessment

- **Internal Evaluation :**  
Internally assess by the course instructor 60%
- **External Evaluation :**  
Assessment through final examination 40%



# Pokhara University

## School of Business

### Work Plan

**Subject: Promotion Management**

**Trimester: V / IV**

**Program: MBA**

**Course Instructor: Shrijan Gyanwali, PhD**

**E-mail: gyanwalishrijan@gmail.com**

**Full Marks: 100**

**Credit hours: 2**

**Total lecture hours: 24**

**Year: 2020**

**Course objectives:** This course aims to develop a basic understanding of the field of promotions management and develop students' skills in promotion planning, designing advertisement strategy, creating advertisement, and using media properly.

Units	Contents	Credit hours	Methodologies
<b>Unit 1:</b> <b>Introduction to Integrated Marketing Communication</b>	Role of communication in marketing; marketing communication mix; integrated marketing communication strategy and its values, developing effective marketing communication.	7	Lecture, discussion, question-answer, class presentation, case study and presentation
<b>Unit 2:</b> <b>Understanding Advertisement</b>	Social and legal aspects of advertising, structure of the advertising business, theory of advertising – advertising in consumer buying process; creative process and creativity methods in advertising;	6	Lecture, discussion, question-answer, class presentation, case study and presentation
<b>Unit 3:</b> <b>Developing and Managing Promotional/ Advertisement Media</b>	Visualization, copywriting for print, radio and television; layout and typography; message design strategies; advertisement appeals; execution framework; use of colour in advertising; advertising budgeting process and methods; Developing media strategies; media planning and scheduling; advertising research areas,	7	Lecture, discussion, question-answer, class presentation, case study and presentation

<b>Unit 4:</b> <b>Sales Promotion and Public Relation</b>	Purpose of Sales Promotion; methods of sales promotion; Major Decision in Marketing Public Relation; Sponsorship and event marketing;	2	Lecture, discussion, question-answer, class presentation, case study and presentation
<b>Unit 5:</b> <b>Personal Selling and Direct Marketing</b>	Understanding Personal Selling, Managing a sales force; Personal selling and promotional Mix. Overview of direct marketing, managing direct marketing	2	Lecture, discussion, question-answer, class presentation, case study and presentation

### Texts Books

- John J. Burnett (1999): *Promotion Management*, A.I.T.B.S. Publishers & Distributors, Delhi.
- George E Belch, Michael A Belch and Keyoor Purani (2010): *Advertising and Promotion*, Tata McGraw Hill Education Private Limited, New Delhi.

### Reference Books

- Philip Kotler (2002): *Marketing Management*, Prentice-Hall of India Private Limited, New Delhi.
- Rajeev Batra, John G. Myers and David A. Aaker (2006): *Advertising Management*, Dorling Kindersley (India) Pvt. Ltd. Delhi.

### Evaluation:

Final Exam	40%
Assignments	10%
Unit test and Term test	25%
Attendance	5%
Group work/Participation	10%
Case analysis and presentation	10%

**Pokhara University  
School of Business**

**Work Plan**

Level	:	BBA-BI	Semester	:	IV
Course	:	<b>Risk and Insurance Management</b>	Credit hour	:	3 (Three)
Course Facilitator	:	Rabindra Ghimire, PhD, Associate Professor (email: rabindra.pusob@gmail.com)			

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**Course Objectives**

The aim of this course is to enable students to organize and manage insurance business with a focus on risk management of insurance business. At the end of the course the students will have basic understanding of ownership and operational aspects of insurance companies along with knowledge and skill to identify, measure and manage risk related to insurance business.

**Course Outcomes**

On successful completion of this course students will be able to:

- understand different concepts of risk in the context of insurance business
- identify insurability of risk and measure them
- understand contractual provisions and legal doctrine related to insurance
- apply appropriate tools for risk analysis and management
- follow appropriate process for establishing various types of insurance companies
- determine the rate and underwrite various insurance policies, settle the claims
- understand how financial statements of insurance companies are prepared
- manage investment funds of insurance companies

**Course Contents**

**Unit 1: Risk Management and Its Objectives**

**8 Hours**

Meaning of risk; Type of Risk Facing Business and Individuals; Risk Management Process and Methods; Risk Management in Organizational Structure; Need for Risk Management Objective, Understanding the Cost of Risk; Firm Value Maximization and the Cost of Risk; Individual Risk Management and the Cost of Risk; Risk Management and Societal Welfare

**Unit 2: Risk Identification and Measurement**

**5 Hours**

Risk Identification; Basic Concepts from Probability and Statistics; Evaluating the Frequency and Severity of Losses.

**Unit 3: Pooling Arrangements and Diversification of Risk**

**5 Hours**

Risk Reduction through Pooling Independent Losses; Pooling Arrangements with Correlated Losses; Insurers as Managers of Risk Pooling Arrangements.

**Unit 4: Insurability of Risk, Contractual Provisions and Legal Doctrines**

**6 Hours**

Factors that Limit the Insurability of Risk; Contractual Provisions that Limit Coverage, Legal Doctrines.

**Unit 5: Analysis Tools Used in Corporate Risk Management**

**6 Hours**

Risk Management Tools; Calculating Frequency and Severity of Losses from Historical Data; Using Entire Probability Distributions; Correlation Analysis; Use of Discounted Cash Flow Analysis.

**Unit 6: Insurance Companies and Their Management**

**6 Hours**

Formation of Insurance Companies; Ownership Types of Insurance Companies; Organisational Structure and Concept of Departmentalization; Scope, Authorities and Responsibilities of each Department; Management of Life, Non-life and Reinsurance Companies.

**Unit 7: Insurance Company Operations**

**6 Hours**

Insurance Company Operation; Rate Making; Underwriting; Production; Claims Settlement; Reinsurance; Alternatives to Traditional Reinsurance; Investments.

**Unit 8: Financial Management of Insurance Companies**

**6 Hours**

Financial Management of Life insurers and Non-Life Insurers; An Overview of Reporting of Financial Statements of Insurance Companies; Directives Related to Preparation of Financial Statements; Asset and Liabilities Management; Importance of Insurance Fund; Investments of Insurance Fund: objectives of investment policy, investments directives, constrains of investments, mobilizing large resources; Taxation in insurance

**Text Books:**

**1. Basic Books**

- Harrington, E. Scott and Niehaus R. Gregory. *Risk Management and Insurance (2<sup>nd</sup> ed)*, Delhi: Tata McGraw Hill.
- Rejda, George E. *Principles of Risk Management and Insurance (10<sup>th</sup> ed)*. New Delhi: Pearson Education.

**2. References Books**

- McNamara, Michael J . *Principles of Risk Management and Insurance (2<sup>nd</sup> ed)*. New York: Addison-Wesley.
- Dorfman, M. S. *Introduction to Risk Management and Insurance*, Prentice Hall.
- Arthur, Williams, C. Smith, Michael L. & Young, Peter C. *Risk Management and Insurance*, McGraw Hill.
- Trieschman, James S., Sandra G. Gustavsonh, & Robert E. Hoyt. *Risk management and Insurance*, Singapore: Thomson Asia Pvt. Ltd.

**3. References Materials**

- Annual reports of Insurance Board of Nepal, insurance companies working in Nepal and abroad and various insurance and risk management related organizations.
- Journals related to Risk management and Insurance.

**4. Important Websites and Organisations**

Insurance Board of Nepal: [www.bsib.org.np](http://www.bsib.org.np) and website of all insurance companies of Nepal  
 Geneva Association, SS Huebner Foundation,  
 The Institute of Risk Management , Society for Risk Analysis: <http://www.sra.org/>  
 Institute of Risk Management <https://www.theirm.org/>  
 Professional Risk Managers' International Association : <http://www.prmia.org/about-us>

**5. Evaluation Criteria**

As per the rule of university, internal assessment has been given 60 percent weight in the final grading. The weight is distributed as follows:

Activities	Marks	Remarks
<b>INTERNAL EVALUATION : 50 Marks</b>		
I. Class Participation and Attendance	5	80% attendance is compulsory
II. Individual Assignment / Work	5	Solution of last 3 years questions asked in board examination and questions provided by course instructor
III. Project Work	10	Data collection from field, data analysis, power point presentation of the findings
IV. Internal Examination	30	Written examination during the semester by instructor
<b>EXTERNAL EVALUATION : 50 Marks</b>		
		Written examination end of the semester by OCE
<b>Total</b>	<b>100</b>	

## HOME ASSIGNMENT

Give the answer of the following questions in your own word. Total questions carry 5 marks.

### Unit 1:

1. Describe the meaning of risk. Discuss the different type of risk in corporate sector.
2. What are the major risk for individual? Discuss.
3. Elucidate the risk management process.
4. What are the risk management method in organization? Explain with appropriate examples.
5. What is cost of risk? How does it impact to value of firm?
6. Discuss disadvantages of risk to individual, corporation and society.

### Unit 2:

7. Discuss the idea of evaluating the risk based on frequency and severity of loss.
8. Why risk manager requires data to evaluate the risk properly?

### Unit 3:

9. What is risk pooling? How does risk pooling help to reduce the chance of expected losses?
10. Discuss the various types of costs incur in risk pooling arrangement.

### Unit 4:

11. Explain the insurability of risk. What are the factors that limit the insurability of risk?
12. Discuss contractual provisions that limit the amount of coverage.
13. Describe the legal doctrines of insurance. How the legal doctrines reduce the cost of coverage?

### Unit 5:

14. Discuss various tools of risk management in corporate sector.
15. Write short note on
  - a. Correlation analysis,
  - b. Entire probability distributions,
  - c. Discounted cash flow analysis for corporate risk management.

### Unit 6:

16. What is departmentalization? Why it is necessary in insurance company?
17. Discuss the responsibilities of each department of Life insurance company.
18. Explain the department wise functions of nonlife insurance companies.
19. Discuss the procedure of formation of insurance companies with reference to prevailing laws.
20. "The success of insurance company depends on the performance of the underwriting and claims department". Comment the statement.

### Unit 7:

21. Discuss about the rate making of insurance product.
22. Why underwriting policy and process of insurance companies should be standard?
23. Explain the marketing of insurance product.
24. Describe the process of claims settlement of life and nonlife insurance companies.
25. What is the importance of reinsurance? Discuss its types in brief.
26. There are various alternative of traditional reinsurance". Explain this statement.

### Unit 8:

27. What do you mean by financial management of insurance companies? State the objectives of financial statements?
28. Discuss the process of preparation of financial statements of insurance companies.
29. Write Investments Directives of Life and Nonlife insurance companies in Nepal. Why the directives is required?
30. Briefly elaborate the importance of the insurance fund to economy. Explain the constraints of investments of insurance fund in Nepal.

## MODEL QUESTIONS

### Section A Very Short Answer Questions

*Attempt all the questions. Give your answer in few lines. (10 X 2 = 20)*

1. What is risk?
2. Distinguish between fundamental and particular risk.
3. Explain the cost of risk management?
4. What are the provisions that limit the insurance coverage?
5. What is the meaning of pooling of risk?
6. Distinguish the insurance companies.
7. Trace out the importance of reinsurance.
8. List out the basic functions of insurer.
9. What are the areas of investments of life and nonlife insurance companies?
10. What is the responsibility of claims department?

### Section B Descriptive Answer Questions

*Attempt any six questions. (10 X 6 = 60)*

11. Discuss the enterprises risk and its types.
12. "Risk can be managed to some extent through proper risk management techniques" Support this statement with appropriate example.
13. "All risk are not insurable because there are various factors that limit the insurability of risk." Justify this statement.
14. Why correlation is considered important technique of risk management.
15. Describe various tools of risk management in corporate sector.
16. What do you mean by departmentalization in insurance company? Discuss the functions of marketing department.
17. Discuss the process of reporting of financial statement of insurance companies.

### Section C Case Analysis

*Read the following case and answer the questions below. (20)*

Kathmandu Non-Life Insurance Company (KNLIC) was established in 1975. The company had led the market for many years. But, last five years, its market share is gradually decreasing specially in the segments of Motor, Aviation and Contractors' All Risk Insurance. However, still there was positive growth on

Marine and Fire but zero growth experienced in the Miscellaneous insurance portfolio. The company gradually lose the market share. Now, the company has seven departments as per the Good Governance Directives of Insurance Board. All department heads have more than 20 years of experience. All Head of Department had entered in the company as a first job. According to the Marketing Department, most of the customers are big business houses, and to some extent elite citizens. Marketing Department has focused to continue its existing clients rather than searching the new ones.

Management Committee seriously observed the stagnant growth of overall business and decided to appoint you as a Management Consultant to explore the causes behind the poor performance of company. Your main responsibility is to provide the recommendation based on thorough investigation and study of the organization so that the company could stand the first position near future based on your idea.

Within one week of study, you found following information:

- There is lack of updated record of sales history, detail information about the clients, records of accidental events and other database of insurance industry.
- Most of the departmental head are more than 50 years and they have less exposures of modern working style.
- The ratio of old and new client is 90:10. Most of the clients are well known by staffs. More than 90 percent clients were attached since last one decade.
- Staffs both new and old have not got any specific training except general orientation.
- The yield of investment is found very low comparing the other organization.

*Answer the following questions based on the above information (5x4)*

- a) On the basis of the preliminary findings, what are the major weaknesses you observed?
- b) What should the marketing strategy of the KNLIC?
- c) Suggest the human resource policy of the company in order to increase the efficiency of the employees.
- d) Prepare the investment policy to maximize the investment yield.



# Pokhara University

## School of Business

### Work Plan

#### Principles of Insurance

Level : BBA-BI

Semester : III

Credit hour : 3 (Three)

Course Facilitator: Dr. Rabindra Ghimire, Associate Professor (email: rabindra.pusob@gmail.com)

#### Course Objectives

This course aims to provide students with basic understanding of fundamental concepts and principles of insurance. This course will also enable students to understand about the underwriting and claim procedure, insurance intermediaries and regulatory environment of insurance. This course covers introduction, types, fundamental principles, underwriting and claim settlement of insurance, insurance intermediaries, regulation and supervision of insurance and insurance industry in Nepal.

#### Course Outcomes

By the end of this course, students should be able to:

- understand fundamental principles of insurance
- explain different types of insurance and their functions
- demonstrate clear understanding of underwriting and claim settlement procedures
- familiarize with different intermediaries involved in insurance business
- describe with the regulating environments of insurance business
- introduce with the insurance industry in Nepal

#### Course Contents

##### Unit I: Introduction to Insurance

8 hours

Concept and characteristics; Function of insurance and insurer; Evolution of insurance; Requirements of insurable risk; Difference between insurance and gambling, insurance and hedging; Benefits of insurance.

##### Unit II: Types of Insurance

10 hours

**General insurance:** fire, marine, motor, aviation, engineering and contractor's all risk insurance, workers compensation, miscellaneous (meaning, nature and risk coverage by each type);

**Life insurance:** types of life insurance, characteristics of life insurance, contractual provisions, dividend options, non-forfeiture options, settlement options; Additional life insurance benefits;

**Social insurance:** meaning of social insurance, formal and informal insurance; Self insurance and retention; Old-aged, survivors and disability insurance; Types of benefits; Medicare; Unemployment insurance; Health insurance; Reinsurance.

##### Unit III: Fundamental Principles of Insurance

6 hours

Principle of indemnity; Principle of insurable interest; Principle of subrogation; Principle of utmost good faith; Principle of proximate cause; Principle of contribution; Principle of mitigation; Requirement of an insurance contract; Legal characteristics of insurance contracts; Basic parts of insurance contract and other insurance provisions.

**Unit IV: Insurance Underwriting and Claim Settlements****6 hours**

Meaning and importance of underwriting; Life and general insurance underwriting procedure; Claim settlement process of life and non-life insurance; Provision of Insurance Act on claim settlement.

**Unit V: Insurance Intermediaries****7 hours**

Concept and importance of insurance intermediaries in life and non-life insurance industry; Life insurance agent: scope, role and authority; Non-life insurance agent: scope, role and authority; Surveyors: scope, role and authority; Broker: scope, role and authority; Bacassurance: issues and practices; Legal provision for agents and surveyors in Nepal; Scope, role and code of conducts of Third Party Administrator.

**Unit VI: Insurance Regulation and Supervision****4 hours**

Concept of regulation; Reasons for regulations; Historical development of insurance regulations in Nepal; Insurance Act and Regulation; Beema Samittee: objectives, rights and duties; International Regulating Organization: scope, objectives and functions.

**Unit VII: Insurance Industry in Nepal****7 hours**

Evolution of insurance industry in Nepal; Insurance policy of Government of Nepal; Insurance pool of Nepal (Reinsurance Company in Nepal) ; Emerging issues in insurance industry; Crops and Cattle Insurance in Nepal; Opportunity and Challenges of insurance industry in Nepal.

**Basic Texts**

Rejda, G. E. *Principles of Risk management and Insurance* (10<sup>th</sup> ed). New Delhi: Pearson Education.

Harrington, S. E., Niehaus, G. R. & Niehaus, G. *Risk Management and Insurance* (2<sup>nd</sup> ed). New Delhi: Tata McGraw Hill.

**Reference Books**

Pal, K., Bodla, B.S. & Garg, M.C. *Insurance management: Principles and Practices*. Delhi: Deep & Deep Publication.

Mishra, M. N. *Insurance: Principles and practice* (11<sup>th</sup> ed). New Delhi: S. Chand & Co.

Ghimire, R. (2012). *Principles of Insurance and Risk Management*. Asmita Publication, Kathmandu.

*Insurance Act, 1992 and Insurance Regulation, 1993, Rastriya Beema Sansthan Act, 1968* and directives, guidelines, policies issued by Insurance Board, Nepal.

*Crops and Livestock Insurance Directives, 2013*, Insurance Board, Nepal.

Annual Reports of Beem Samittee.

**Some useful websites for online resources (the list is not exhausted) [www.bsib.gov.np/](http://www.bsib.gov.np/)**

[www.asiainsurancereview.com/](http://www.asiainsurancereview.com/)

[www.circ.gov.cn](http://www.circ.gov.cn)

[www.dcg.org.np/](http://www.dcg.org.np/)

[www.insuranceeurope.eu/](http://www.insuranceeurope.eu/)

[www.fsa.go.jp](http://www.fsa.go.jp)

<https://www.genevaassociation.org/>

[www.insuranceinstituteofindia.com](http://www.insuranceinstituteofindia.com)

[www.idra.org.bd/](http://www.idra.org.bd/)

[www.ibsl.gov.lk/](http://www.ibsl.gov.lk/)

[www.irda.gov.in](http://www.irda.gov.in)

[www.actuariesindia.org/](http://www.actuariesindia.org/)

<http://www.iirmworld.org.in/>

<http://www.irmi.com/>

[www.iaisweb.org](http://www.iaisweb.org)

[www.karobardaily.com](http://www.karobardaily.com)

[www.microinsuranceacademy.org/](http://www.microinsuranceacademy.org/)

[www.microinsurancenet.org/](http://www.microinsurancenet.org/)

[www.mof.gov.np](http://www.mof.gov.np)

[www.naic.org](http://www.naic.org)

[www.swissr.com](http://www.swissr.com)

[www.financialnepal.com](http://www.financialnepal.com)

[www.beema.com.np](http://www.beema.com.np)

[www.sebon.gov.np](http://www.sebon.gov.np)

[www.swissre.com](http://www.swissre.com)

## Youtube

[https://www.youtube.com/results?search\\_query=insurance+institute+of+india+web+coaching+ic+45](https://www.youtube.com/results?search_query=insurance+institute+of+india+web+coaching+ic+45)

[https://www.youtube.com/results?search\\_query=insurance+and+risk+management](https://www.youtube.com/results?search_query=insurance+and+risk+management)

## Evaluation Criteria

Student's regularity in class room and active participation while discussing in a particular issue, discipline inside the school premises, timely submission of home and class assignment, project works and other assignment given by course instructor are major bases of the evaluation the students along with written test taken by School and Office of the Controller of the Examination. As per the rule of university, 50/50 percent marks has been allocated for internal and external evaluation. Students will be evaluated as per the following criteria:

Activities	Weight
I. Attendance and class participation	5%
II. Individual Assignment	5%
III. Group Assignment / Project work / Field Work	15%
IV. Internal Examination (written test)	25%
V. External examination (Board exam by Controller of examination)	50%
<b>Total</b>	<b>100%</b>

## Minimum Requirement

At least 80% attendance is compulsory to attend in the final examination. Active participation in class discussion is also required. Each student requires to submit the home assignment within deadline. The group assignment report will be presented in class room collecting the first hand data on insurance. Students are required to visit in the field and interact with the professionals, experts, and academicians of the insurance. For group assignment, class will be divided in small groups comprising 4/5 students in each group. Each group requires to submit the report based on their topic of the project. They also have to demonstrate the resource center collecting the Insurance and Risk Management related publications.

### Group Assignment: Group division and topics for report writing

Group	A	B	C	D	E	F	G	H
Topic	Products- Life	Products- Non Life	Geographical Coverage :Life	Geographical Coverage: Non-Life	Profile: Life insurers	Profile: Non-Life insurers	Social Insurance and Security in Nepal	Agriculture and Health Insurance in Nepal



## **WORK PLAN**

Course	: <b>Business Environment Analysis (BEA) (MGT 549)</b>
Trimester	: 8 <sup>th</sup> Trimester (Jobholder)
Credits hours	: 3
Instructor	: Rabindra Ghimire, PhD; Associate Professor
Email	: rabindraghimire@pu.edu.np

### **Course objectives**

This is a capstone course that stimulates a real business situation. The course aims to familiarize the students with macro-environmental forces affecting business operations in the context of Nepal. This course emphasizes on the review and analysis of major environmental forces. It intends to provide students with concepts and dynamics of how these forces operate and affect the operations of Nepalese business. After completion of this course, the students should be able to identify the opportunities and threats existing in the prevailing situations. The thrust of the course is to develop analytical skills among students rather than just enable them to record and document the facts. The perspective of analysis will be comprehensive, similar to that taken by a CEO. The course is a mix of cases, lectures, projects, and readings.

### **Course contents**

<b>Chapter &amp; Content</b>	<b>LH</b>
<b>1. Introduction:</b> Concept, Components of Business Environment, Methods of Environment Analysis, identification of environmental factors; Sources of information for environment scanning; Approaches of environmental scanning: Systematic, Ad hoc and processed-form, Five Force Analysis, Environmental threats and opportunity profile (ETOP), strategic management and business environment.	4
<b>2. Political Environment:</b> Introduction to political environment, political philosophy, structures and parties; political stability issues; government-business relations; trade union and business, government's role in business; political risk factors and their assessment.	4
<b>3. Regulatory / Legal Environment:</b> Role of regulatory authorities in business, importance of legal environment, an overview of some major acts related to business: Companies Act, 2006; Foreign Investment and Technology Transfer Act, 1992; Industrial Enterprise Act, 1992; Value Added Tax, 1995; Labor Act, 1992; Trade Union Act, 1992; Nepal Rastra Bank Act, 2002; Bank and Financial Institution Act, ; Patent Design and Trade Mark Act, 1965; and Copyright Act, 2002. Income Tax Act, 2002 (2058); Black Marketing Act, 2009, Nepal Press and Registration of Publication Act, Nepal Prevention of Corruption Act, 2010; Money Laundering (Prevention) Act, 2063; Customs Act, 2064; Competition Promotion and Market Protection Act, 2063; Securities Act, 2063; Private Investment on Construction and Operation of the Infrastructures Act, 2063; Secured Transactions Act, 2063; Copy Right Act, 2059; Bonus (Second Amendment) Act, 2039 Insurance Act, and other relevant acts to particular business.	8

Chapter & Content	LH
<p><b>4. Economic Environment –</b>  <i>An overview of the economy:</i> components of economy, Economic indices; national income; distribution of income; rate of growth of GNP; per capita; rate of savings and investments; foreign trade structure and related issues; foreign employment and balance of payments.  <i>An overview of economic policies:</i> current monetary policy in Nepal and its effects on business; privatization policy and practices in Nepal and their affects; industrial policy: concepts and objectives of industrial policy in Nepal; trade policy: employment policy: concept and objectives of employment policy; tourism policy; economic policy reforms and the emerging business environment in Nepal  <i>Economic planning:</i> Five year / three year plan's impact assessment; an overview of the current plan-its objectives; targets and strategies applicable to business and industrial sectors.</p>	10
<p><b>5. Socio-cultural Environment :</b> An introduction to socio-cultural environment; demographic characteristics: population, its density and distribution; changes in population and age composition; internal migration and rural urban mobility; educational level; socio-cultural concerns: consumerism, corruption, use of mass media, the role of business in society, corporate social responsibility; socio-cultural attitudes and values: customs, beliefs, rituals and practices; changing lifestyle patterns; family structures and changes;</p>	2
<p><b>6. Global Environment:</b> Globalization concept; forms, process and dimension; regional groupings of nations: a brief overview of the regional groupings such as NAFTA, APEC, ASEAN, SAFTA and BIMSTEC and their impact on Nepalese business, World Trade Organization (WTO)—objectives, structure, principles and agreements; Nepal's membership and commitments: opportunities and threats for the Nepalese business; growth potential of Nepalese business in South Asia.</p>	4
<p><b>7. Energy management and Technological Environment:</b> natural environment and pollution issues; environment protection legislation and programs; demand and supply of energy; environment and energy management issues.  Concepts of Science and Technology Policy; IT Policy; Status of technology in Nepalese businesses; issues related to management of technology; technology and human factors; Environmental effects of technology.</p>	2
<p><b>8. Corporate Governance:</b> Concept, theory and current practices in Nepalese corporate sector, advantages.  <b>Corporate Social Responsibility :</b> Concept, theory and current practices in Nepalese corporate sector</p>	2

*Note: PRP : Prem Raj Pant, GRA: Govinda Ram Agrawal, KA: K. Aswathappa, AK : Azhar Kazmi*

### Text Book

Area of study for MBA level is not limited to specific books and study materials. Wide range of materials and literature are required to review. Reports and contemporary publication are more useful. However, following materials are suggested to study.

### Reference books and study materials:

1. Pant, Prem Raj (2008). **Business Environment in Nepal**. Buddha Academic Publishers and Distributors, Kathmandu.
2. Agrawal, Govinda Ram (2009). **Dynamics of Business Environment in Nepal**. M.K. Publishers and Distributors, Kathmandu.
3. Economic Survey, 2010. Ministry of Finance
4. Azhar Kazmi ( ). **Business Policy and Strategic Management**. Tata McGraw Hill, New Delhi. (Latest Edition).

5. Publication of Government of Nepal and its related Ministries, Department, agencies, regulatory authorities,; NRB, Insurance Board, Securities Board,
6. Relevant laws, literature and cases
7. Contemporary articles in the business and economy related newspapers, journals, magazines
8. Publication of FNCCI, CNI, NCC and other associations.

### **Delivery of the course and grading**

In delivering the courses, the faculty member will serve as facilitator of learning, rather than a teacher/lecturer with all the knowledge necessary to work through the course. Students will be informed in advance the subject to be discussed in class. The students are provided the reading list. They are required to go through the suggested readings on the topic in advance. The students will be expected to come to class having read all assigned readings (text chapters, cases, articles) and ready to share and discuss. Discussions will focus on the application of concepts rather than mere reviewing.

Students are required to participate actively in classes. The sessions will be interactive and facilitated by the instructor to discuss in depth the subject being dealt. There will be lectures by the instructor, case analysis and presentation by students, presentation of reviews and assignments and regular feedback will be provided to students on their progress.

Dialogue and discussions in the classrooms will be effectively complimented with well-designed assignments. In order to enable students to base their learning upon real world occurrence, a comprehensive project assignment is incorporated in the internal assessment.

### **Class sessions**

The course will be conducted on a case discussion basis. A typical class session may start with a short introductory lecture that either addresses a conceptual approach or develops an issue, providing the setting for the topic being addressed. The main body of a class session will involve the discussion of a case that serves as an application of the reading materials.

### **Characteristics of effective classroom participation**

The key to effective classroom participation is engagement. I expect you to engage the material, your classmates, the faculty and your abilities, with dynamism. The quality of an individual's participation is more important than the quantity. Comments should be clearly related to the case and to the comments of others, it should clarify and highlight the important aspects of earlier comments. It support the collective learning process of the class,

Class sessions should be viewed as business meetings. As such, you are expected to attend and be well prepared for every class session. If you must miss a class due to an emergency, please send me a note of explanation as a courtesy. Absences are otherwise regarded as unexcused and will be reflected negatively in your class participation grade.

### **Evaluation criteria**

Students' evaluation is divided in two parts: internal (60%) by course instructor-, and external (40%) by semester end Examinations by Office of the Controller of the examinations.

Internal evaluation scheme is as follows:

• Attendance, class participation and discipline	5
• Case studies and Field work	15
• Report writing on assigned topic	10
• <u>Written examination</u>	<u>30</u>
<b><u>Total</u></b>	<b><u>60</u></b>

Topic of assignment, field work (group) will be given to students. Students should submit all the assignment including home assignment within the deadline.

**Topic of report writing**

SN	Topic	Name of Student
1	Importance of environmental analysis in formulation of corporate strategies	
2	Assessment of internal and external environmental factors in Nepalese tourism industries	
3	Michael porter five force model : study in banking and insurance sector	
4	Political risk in the politically instable country: A case of .....	
5	Assessment of current political situation and its impact on business	
6	Role of government towards the business : a case of Nepal	
7	Cultural diversity and its effect in Nepalese business	
8	Multi-national companies and their strategies to address the cultural issues : a case of ..... Company	
9	Regulatory framework of banking and insurance industries: status and effectiveness.	
10	A synopsis of patent, design, trade mark act, copyright act, company acts, BAFIA, income tax and assets laundering and prevention acts : objectives and features.	
11	Trend of foreign direct investments in Nepal: problem and solution	
12	Technological innovation and its impact in business success : a case of Communication industry in Nepal	
13	Doing business in Nepal: comparative study between 2019 and 2020	
14	Industrial policies and Regulation in Nepal : A critical study	
15	Current trade policy and foreign trade in Nepal	
16	Current monetary policy and its impact in financial sector and capital market	
17	History of industrial development in Nepal with reference to the periodic plan.	
18	WTO and its impact on Nepalese economy	
19	Role of political environment and business success : a case of 3 advanced economy and 3 failed economy	
20	Corporate governance practices in banking industry.	
21	Failure of corporate governance in Nepal A cases	
22	Corporate social responsibility practices in Nepal	
23	Legal provision and practices of CSR in Nepal	
24	Hydropower industry in Nepal	
25	Financial sector liberalization and phase wise impact in Nepal	
26	Performance of state owned public enterprises	
27	SAFTA and BIMSTEC: opportunity for the regional integration of Nepalese economy	
28	Ease of doing business in new Federal Nepal: A critical analysis	
29	Decentralization of power in local government and ease of doing business in new environment	
30	Application of Five Force model in health and educational sector in Nepal	