Pokhara University
Faculty of Management Studies

Trimester System Regulations

1. **Introduction**
   Pokhara University has introduced the trimester system at the master's level of business administration. These regulations will apply only to MBA Programs including MBA (Global Business) and MBA (Finance) courses offered by the University. The prominent feature of the trimester system is the process of continuous evaluation of students' performance and the flexibility to allow them to progress at a pace suited to their individual ability, subject to the regulation of credit requirements. Each course is assigned certain number of credit hours. One credit hour indicates one hour of class work per week. That is, a three credit hour course will have 36 classes or contact hours in a trimester.

2. **Procedures for Admission**
   The admission procedure for MBA starts with a notice publicly announced by the concerned colleges. The colleges offering MBA program will provide the application forms and information brochures, on request, against the payment of the prescribed fee. The concerned college scrutinizes the applications thus received and administers the entrance test to eligible candidates. The college will inform the students about the time and date of the entrance test. Applicants will be short-listed for group discussions and personal interviews on the basis of their scores in the written test. Final selection of students will be made on the basis of their aggregate scores in the entrance test, group discussion, personal interview, and their previous academic records. A college may, however, modify the selection procedure to suit its needs with prior approval of the Dean.

   Candidates, who are given provisional admission, pending the submission of the qualifying certificates, will be required to submit an application specifying that they will submit their qualifying certificates within one month of admission, failing which the admission will be cancelled.

   A college will be allowed to enroll only 30 students in one section of the MBA class.

3. **Academic Schedules and Course Registration**
   One academic year of the University consists of three trimesters - Fall, Winter and Spring. Each trimester will have 12 weeks of teaching time, excluding the trimester-

end examinations. However, new students will be admitted only in Fall (August) and Spring (March) sessions.

Students will be required to register courses at the beginning of each trimester. Since registration is a very important procedural part of the credit system, all students must present themselves at the college. Registration in absentia may be allowed only in exceptional cases at the judgment of the principal/head. A student's nominee cannot register for courses but will only be allowed to complete other formalities.

In addition to the regular courses offered by a college/school in a particular trimester, a student will be allowed to register up to two additional courses including those in which he/she has failed.

No student will be allowed to register in the succeeding trimesters without appearing in the trimester-end examination of at least one course in the preceding trimester.

4. **Addition and Withdrawal from Courses**
   A student will have the option to add or drop from a course. A student wishing to add or withdraw from a course should apply on the prescribed form within two weeks from the starting date of the trimester.

5. **Trimester Withdrawal**
   A student may apply for withdrawal from the entire trimester on prior approval of the college. The principal/head will examine the application for trimester withdrawal and take the appropriate decision.

6. **Attendance Requirements**
   A student is expected to attend every lecture, tutorial, seminar and practical classes. The concerned faculty will inform the students about the attendance requirements for the course he/she is teaching. However, a student must attend a minimum of 80% of the classes actually held in a course to be eligible to appear in the trimester-end examination.

7. **Repeating a Course**
   A course can be taken only once for earning grade. A student will be allowed to retake a course to achieve a minimum CGPA of 3.0. However, a student cannot retake a particular course more than two times for this purpose. The grade earned on the retake examination will substitute the earlier grade earned by the student in that course. A student can retake a course only when it is offered by the college/university.

8. **Evaluation System**
   At the beginning of the each trimester, the concerned faculty members must prepare detailed course outline along with the evaluation scheme, and distribute it to the students. The college/school must submit copies of those documents to the Dean within two weeks of the start of the trimester.

A student's performance in a course is evaluated in two ways: term evaluation (internal evaluation) and trimester-end examination (external evaluation). Sixty percent weight is given to the term evaluation and forty percent weight to the trimester-end examination. The pass mark for both the term evaluation and trimester-end examination is sixty percent. A student must qualify in both evaluations separately to get a pass grade in a particular course.

The term evaluation may consist of various components like project works, quizzes, presentations, written examinations, reflection notes preparation, and the like. A student will get NOT QUALIFIED (NQ) status in the term evaluation if his/her performance falls below the minimum requirement. Such students will not be allowed to appear in the trimester-end examination of that particular subject. Therefore, the concerned faculty members must publish the term evaluation results of students reasonably earlier than the commencement of the trimester-end examinations.

9. Duration of the Trimester-End Examinations

The time duration of trimester-end examination in a course having three credits will be of 4 hours. Likewise, the duration for two and one credit hour courses will be of 3 and 2 hours respectively.

10. Monitoring and Supervision Provision of Evaluation Procedure

A committee chaired by the Dean of the Faculty of Management Studies will monitor and supervise the evaluation procedures followed by the school/colleges. The concerned school/college must preserve all the necessary documents like detailed course outline, question papers of the term evaluations, and question papers and answer-sheets of the trimester-end examinations for a period of six months so that those can be submitted to the Dean whenever necessary. The committee will have the right to scrutinize the evaluation procedures and get the answer books re-evaluated by experts in case such need arises.

11. Grading System

Pokhara University follows a four-point letter grade system. The letter grades awarded to students will be as follows:

Letter Grade	Honor point	Description
A	4.0	Excellent
A-	3.7	
B+	3.3	Good
B	3.0	Fair
B-	2.7	
C+	2.3	
C	2.0	Pass in Individual Course
F	0.0	Fail

If a student cannot finish all the assigned works for the course, he/she will be given an incomplete grade 'I'. If all the required assignments are not completed within the following trimester, the grade of 'I' will automatically be converted into 'F'.

The performance of a student will be evaluated in terms of Cumulative Grade Point Average (CGPA) which is the grade point average of all the completed trimesters.

$$CGPA = \frac{\sum_{i=1}^{n} (\text{Honor point earned in a subject i}) \times (\text{Number of creidts assigned to the subjec i})}{\text{Cumulative total number of credit hours taken}}$$

Where, n = total number of subjects studied in a respective program

12. Degree Requirements

To earn the MBA degree, a student must:

- meet all the course requirements including graduate research project work and internship within the time period specified in the normal and maximum duration allowed
- have a minimum 'C' grade in each of the courses, and
- have CGPA of 3 or better on the 4.0 point grade scale as prescribed by the University.

13. General Guidelines for Awarding Grades

13.1 Awarding Final Grades

Cumulative total score for the purpose of awarding the final grade in a scale of 0 to 100 will be calculated as follows:

Total Marks = 0.60 TEM + 0.40 TEEM

Where,
TEM = Term Evaluation Marks, and
TEEM = Trimester-End Examination Marks.

This rule is, however, subject to rule 13.5. This final grade awarding procedure will be followed for all the courses except for Internship and Graduate Research Project.

13.2 Normal Criteria for Awarding Final Grade

The following criteria will normally be used to award a grade in each subject based on the cumulative total score on a scale of 0 to 100:

A (90 and above)
A- (85 and above, but below 90)
B+ (80 and above, but below 85)
B (75 and above, but below 80)
B- (70 and above, but below 75)
C+ (65 and above, but below 70)
C (60 and above, but below 65)
F (Below 60)

13.3 Adjustment of Letter Grade

Based on the nature of the course and the level of difficulty of the questions asked, the cut off point for each letter grade may be slightly adjusted using standardized normal distribution and natural breakpoints on the examination of particular course as determined statistically.

13.4 Pass Marks in the Trimester-End Examination

The pass marks for the trimester-end examination is 60%. However, the pass marks cut off points in the trimester-end examination for a particular course may be slightly adjusted statistically on the basis of breakpoints in student scores.

13.5 Congruency between Term Evaluation and Trimester-End Examination Marks

Slight variations between term evaluation marks and the trimester-end examination marks will be considered as normal. However, if the marks in the term evaluation substantially exceed by more than 25%, such marks obtained by students in the term evaluation will be adjusted accordingly.

The repeated occurrence of higher term evaluation score of a college/school, no matter what is written in rule 13.1, will be penalized by reducing the weight of the term evaluation by 50%. Correspondingly, the weight of the trimester-end examination will be increased. The Office of the Controller of Examinations (COE) possesses the rights to implement this provision.

13.6 Normal Distribution of Grades

The University recognizes that there will be variations in the distribution of students' grades. However, the University expects that, on an average, 35% and 60% of passing students in post-graduate level examinations are expected to secure As (A and A-) and Bs (B+, B and B-) letter grades respectively in a course.

14. Normal and Maximum Duration of the Program

The normal duration for the MBA program is 2 years. However, it can be extended up to four years. In case a student completes all course works except Graduate Research Project within four years of enrolment, he/she will be allowed one more

year to complete the Graduate Research Project (GRP). If a student fails to complete the course requirements within this specified period, all the grades earned by him/her will be cancelled.

15. Rechecking and Re-totaling Process

If a student is not satisfied with the grade(s) obtained, he/she can apply for rechecking or re-totaling of the answer books of the trimester-end examination, along with the recommendation from the concerned college, to the Office of the Controller of Examinations upon payment of prescribed fees. The Office of the Controller of Examinations will be responsible for rechecking or re-totaling the answer-books and notify the student about the result within three weeks. However, the provision of rechecking or re-totaling will not apply to the following courses:

COM 506:	Communication Skill Practicum
IMS 522:	e-Commerce: Practicum
MGT 547:	Business Development Plan: Graduate Seminar
MGT 548:	Internship
RES 612:	Graduate Research Project
MGT 551:	Corporate Governance: Graduate Seminar

16. Distinction and Dean's List

A student who obtains a cumulative GPA of 3.75 or better will receive the degree with distinction. A student's academic achievement will be recognized by including his/her name in the Dean's List. To qualify for the Dean's List, a student must have a CGPA of 3.80 or better. Only those students who complete the MBA course work within the normal duration of two years will be eligible for the Dean's List. Moreover, only those students will be considered for the Dean's List and other awards of the University, who complete their Graduate Research Project (GRP) within **3 months** from the date of the final trimester results.

17. Credit Transfer

A maximum of 25% of the total credit hours of course work completed by a student in an equivalent program of a recognized university/institution may be transferred / waived for credit by the Dean on the recommendation of the principal/head of the school/college. However, for such transfer of credit, a student must have received a grade of 'B' or better in the respective course. Courses taken more than two years earlier will not be accepted for transfer of credit. Credit transfers will also be allowed from different programs of Pokhara University. In such cases, all credits earned by students in compatible courses with a minimum Grade of B could be transferred to the new program.

18. Unfair Means

Students are strictly forbidden from adopting unfair means in class assignments, tests, report-writing, seminars, and final examinations. The following would be considered as adoption of unfair means during examination:

- Communicating with fellow students for obtaining help.
- Copying form another student's script/report/paper.
- Copying from disk, mobile, palm of hand or other incriminating source and equipment.
- Possession of any incriminating documents, whether used or not.
- Any approach in direct or indirect form to influence teacher concerning grade.
- Unruly behavior with invigilator/subject teacher/expert which disrupts academic program.

If the invigilator detects a student using unfair means, he/she must forward the case to the Examination Board of the University along with the recommendation of the superintendent of the examination center.

If the subject teacher/expert detects a student using unfair means, the student may be given a 'F' grade at the discretion of the concerned subject teacher/expert.

Adoption of unfair means may result in the dismissal of the student from the program and expulsion of the student from the college/school and even from Pokhara University.

19. Dismissals from the Program

A student is normally expected to obtain a GPA of 3.0 in the trimester-end examinations of the MBA program. If a student's performance falls short of maintaining this CGPA continuously over the trimesters, he/she may be advised to leave the program or will be dismissed from the program.

20. Monitoring of Students' Academic Performance

Students' academic performance in each trimester will be monitored by the college/school and those doing poorly will be advised to improve their performance in subsequent trimesters. In case a student fails to attain a CGPA of 3 by the end of the third trimester, he/she will be put under probation. His/her registration may be cancelled if the academic performance does not improve substantially.

21. Examinations and Graduation

The Controller of Examinations is responsible to conduct trimester-end examinations of the following six courses.

STT 501 Business Statistics	(3.0)
ECO 511 Economic Analysis for Business	(3.0)
IMS 521 Management Information System	(3.0)
ACC 515 Financial Reporting and Analysis	(3.0)
MGT 549 Business Environment Analysis	(3.0)
MGT 550 Strategic Management	(3.0)

The concerned school/college will be responsible to conduct all the evaluations of the remaining courses following the examination rules and instructions of the

University. It must properly maintain all the necessary documents of these examinations as instructed by the Dean. The school/college must forward final grades of students in each course to the Office of Controller of Examinations within 3 weeks after completion of the trimester-end examinations and the results should not be disclosed to students till formal notification is received from the COE. The answer sheets must be preserved in sealed bags at the respective school/college for a period of six months. These documents must be submitted to the monitoring committee headed by the Dean as and when asked for.

The examination time-table must be released at least one week before the commencement of the trimester-end examinations. The time, date, duration, and examination centers must be specified. It is the student's responsibility to take the trimester-end examinations and comply with the examination rules.

The college/school must follow the standard guidelines provided by the Dean for preparation of Internship Project Report and Graduate Research Project Report. The college/school can select experts independently from the list prepared by the Dean for the evaluation of Internship Project Report and Graduate Research Project Report. The Dean will publish such list of experts and review it annually.

The Controller of Examinations will publish the official results of all trimester-end examinations, and make the results available to the concerned college(s). It is the responsibility of the candidates to make themselves aware of their results. Students will be responsible for reviewing their academic and examination records carefully to ensure that they have completed all the degree requirements.

The Controller of Examinations will make arrangements for the graduation ceremony. A graduand wishing to attend the convocation must submit the *degree request form* to the Office of the Controller of Examinations. Degrees, honors, and medals will be awarded to graduands at the convocation ceremony of the University. Students who need official verification of their graduation before the convocation may apply to the Office of the Controller of Examinations for official transcripts.

POKHARA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

Introduction

Pokhara University, established under Pokhara University Act, 1997 aims to generate creativity and capability of students. The Faculty of Management Studies (FMS) of Pokhara University has been conducting the MBA and EMBA programs. The regular MBA is focused on full-time students while MBA program offered in the evening is designed for students who are already working and would like to pursue formal MBA degree. EMBA is a professional degree designed for working executives who want to upgrade and update their knowledge and skill base. This MBA curriculum has been designed on a modular format to be implemented over six trimesters. However, this curriculum can be extended up to eight trimesters for MBA programs offered in the evening.

FMS's major program objectives are as follows:

- To develop executives and managers for various areas of economic and social life of the country with a high level of competence.
- To develop management professionals and entrepreneurs with a global perspectives.
- To enhance knowledge, managerial skills, and exposure of the practicing managers, executives, and entrepreneurs.
- To broaden the outlook of students by inculcating positive attitudes and by assisting them to become productive and responsible citizens of the world.

MBA Program Objectives

The MBA program is designed to bring corporate change in Nepal through transformation of students into competent managers, executives, and entrepreneurs capable of becoming strategic change agents in the corporate and social world. The program focuses on developing social and developmental outlook and adequate skill in analysis, decision-making, implementation, leadership, and communication among the students.

The specific objectives of the program are as follows:

- To provide students a firm grasp of broad-based and integrated fundamentals of management with real-life applications.

- To develop professional managers who can effectively lead an organization in a highly dynamic and competitive global business environment.

- To provide student-centered learning environment where students acquire modern management skills, enhance their managerial capabilities, and adopt success-oriented, career-focused attitudes.

Program Features

The features of the MBA program are competitive learning environment, market-driven concentrations, and program flexibility. The course requirements, duration, and other features of the program are as follows:

i. The MBA program consist of a total of 66 credit hours comprising foundation courses, analytical tool courses, core and functional area courses, integrative courses, concentration and elective courses. The program also includes two thematic graduate seminars and three workshops. Students also undertake Internship Project during the fifth trimester.

ii. The regular MBA program is to be completed within six trimesters. The duration of each trimester will be 12 weeks excluding examinations. It can be run with a greater degree of flexibility. It may be run on full-time or part-time schedules. The concerned college/school may choose a modality to run the program. The college/school is required to complete the mandatory contact hours (12 hrs. for one credit) required by the program.

iii. Graduates from all disciplines are eligible to join the program. However, the applicant must have a minimum of 15 years formal education (12 years of schooling plus three years of graduation). Furthermore, the applicant must have secured a minimum CGPA of 2.0 or 45 percent in Bachelor's level.

iv. The program shall be run without a long vacation. The minimum time period required to complete the program is 24 months (six trimesters). The maximum time for completion of the program shall be four years from the date of registration.

v. The program will use a range of pedagogical inputs that includes on-campus learning through classroom discussions, presentations, group work, case analysis and guest lecture series, and off-campus learning through project work, on-line instructions.

Admission Procedure

Eligibility

To be eligible to apply for admission to the MBA program, an applicant must have a minimum of 15 years formal education (12 years of schooling plus three years of graduation). Furthermore, the applicant must have secured a minimum CGPA of 2.0 or 45 percent in Bachelor's level. The final decision on admission is taken on the basis of scores on the admission test, group discussions and interviews.

Documents Required

The applicant is required to submit the following documents with the application form made available by the concerned college/school by paying a predetermined fee:

- Completed and signed MBA application form
- Letter of reference from two referees
- Official transcripts from all the academic institutions attended.

Certificates of all degrees should be photocopied and submitted with proper attestation. Enrolment is conditional upon completion of all admission formalities including payment of all fees as determined by the college. Incomplete applications shall not be processed.

The Trimester System

In the program, each course has a certain number of credits assigned to it depending on its lecture, tutorial and practical work hours in a week. One lecture hour per week per trimester is assigned one credit. That is, a three credit hour course has 36 contact hours.

The prominent features of the trimester system are the process of continuous evaluation of a student's performance and the flexibility to allow the students to progress at a pace suited to his/her individual ability, subject to the regulation of credit requirements.

Academic Schedule and Course Registration

The academic session consists of four terms. However, admission to the program will only be given twice a year as per the schedule published by the Office of the Dean.

Students are required to register courses at the beginning of each trimester. Since registration is a very important procedural part of the credit system, all students must present themselves at the college. Registration in absence may be allowed only in rare cases at the discretion of the principal. A student's nominee cannot register for courses but will only be allowed to complete other formalities.

Addition and Withdrawal from Courses

A student would have the option to add or drop from the course. This can, however, be done only during the first week of the trimester. A student wishing to withdraw from a course, should apply on the prescribed from within two weeks from the starting date of the trimester. A full time student has to take a minimum of 10 credits in a trimester.

Attendance Requirements

The students must attain every lecture, tutorial and practical class. However, to accommodate for late registration, sickness and other such contingencies, the attendance requirements will be a minimum of 80% of the classes actually held.

Normal and Maximum Duration of Study

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

Normal duration: 24 months (6 trimesters)
Maximum credit accumulation period: 4 years from the date of registration.

Repeating a Course

A course may be taken only once for grade, except when a student receives a 'B-' or C+ or C grade. Since passing of all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course.

Retaking a course in which the student has earned 'B-' or "C+" or "C" grade is optional. In such a case,a student may be allowed to retake a course to achieve a minimum CGPA of 3.0. However, a student cannot retake a particular course more than two times. The grade earned on the retake will be substituted for the grade earned first time the course was taken. In no circumstances, a student can repeat a course more than twice.

Evaluation System

A student's performance in a course is evaluated internally by the concerned faculty member and externally by the Office of the Controller of Examinations (COE). Students are required to take trimester-end examinations. The first and the last trimester courses shall have a 60% weight on internal ongoing evaluation and a 40% weight on the external examinations. The trimester-end examinations of the first and final trimesters shall be conducted externally by the COE.

The college/school shall organize the evaluation of all core, functional, concentration, and elective courses under the close supervision and monitoring by the COE and Office of the Dean. Detailed instructions to this effect will be issued by the Office of the Dean. The college/school shall also be responsible for evaluating the Internship Project, graduate seminar, practicum, and the Graduate Research Project.

Students are required to take evaluations immediately after the completion of each module. The concerned colleges must submit marks secured by the students in each evaluation to the COE within two weeks from the completion of the tests.

The pass mark in each course will be a minimum Grade of C or GPA of 2.0. However, students must secure a minimum CGPA of 3.0 at the end of the program.

Grading System

Grade	***Honor points (CGPA)***	***Description***
A	4.0	Excellent
A-	3.7	
B+	3.3	Good
B	3.0	Fair
B-	2.7	
C+	2.3	
C	2.0	Pass in Individual Course
F	0.0	Fail

Only in very rare and unusual circumstances, if a student cannot finish all the required works for the course, he/she may be awarded an incomplete grade 'I'. If all the required works are not completed within the following trimester, the grade of 'I' will automatically be converted into 'F'. The performance of a student is evaluated in terms of the following index:

The cumulative grade point average (CGPA) which is the grade point average for all completed trimester and is given by:

$$\boldsymbol{CGPA} = \frac{\textit{Cumulative total honor points earned}}{\textit{Cumulative total number of credit hours taken}}$$

Degree Requirements

- To graduate from the MBA program, a student should have a 'C' or better grade in each of the courses as specified in the curricular structure section;
- completed all the courses, project work and internship as specified in the curricular structure section within the maximum time period specified in the normal and maximum duration of the study section;
- have a final CGPA of 3 or better on the University's 4.0 grade scale, and
- No outstanding financial obligations to the University.

Distinction and Dean's List

A student who obtains **a** cumulative GPA of *3.75* or better will receive the MBA degree with distinction. The Dean's list recognizes outstanding academic performance in the FMS. To qualify to this list, a student must have a CGPA of 3.80 or better.

Credit Transfer and Withdrawal

Transfer of a maximum of *25* credit hours for courses taken in an equivalent institution with grades not lower than 'B' may be granted. Courses taken more than five years earlier may not be accepted for transfer of credit. Credit transfer is also allowed from different programs of Pokhara University. In such cases, all credits earned by the students in compatible courses with a minimum Grade of B could be transferred to the new program.

The student may apply for withdrawal from the entire trimester only on medical grounds. However, partial withdrawal from courses registered in a trimester will not be considered.

Unfair Means

Students are strictly forbidden from adopting unfair means in class assignments, tests, report-writing and final examination. The following would be considered as adoption of unfair means during examination:

- Communicating with fellow students for obtaining help.
- Copying form another student's script/report/paper.
- Copying from disk, mobile, palm of hand or other incriminating documents and equipment.
- Possession of any incriminating documents, whether used or not.
- Any approach in direct or indirect form to influence teacher concerning grade.
- Unruly behavior which disrupts academic program.

If the instructor detects a student using unfair means, the student may be given an 'F' grade at the discretion of the Examination Board. Adoption of unfair means may result in the dismissal of the student from the program and expulsion of the student from the college and as such from Pokhara University.

Dismissal from the Program

A student is normally expected to obtain a GPA of 3.0 in the trimester-end examinations of the MBA program. If a student's performance falls short of maintaining this CGPA continuously over the trimesters, he/she may be advised to leave the program or dismissed from the program.

Curricular Structure

The MBA students are required to complete 27 courses, and four practicum and graduate seminars (equivalent to 66 credit hours). Students are required to complete 7 foundation and analytical tool courses (18 credits), 10 core and functional courses (20 credits), 2 capstone courses (6 credits), 4 concentration courses (8 credits), 2 electives (4 credits), and graduate research project, internship, seminars, and other projects (10 credits).

The first trimester is focused on developing the foundation required for learning the core/functional area and integrative courses. Students are required to attend classes in the college and take written examinations conducted by COE, PU to be held at the end of the first trimester and the final trimester. However, for the evening MBA program, a separate course cycle will be announced by the Office of the Dean.

Term I

STT 501 Business Statistics	(3.0)
ECO 511 Economic Analysis for Business	(3.0)
IMS 521 Management Information System	(3.0)
ACC 515 Financial Reporting and Analysis	(3.0)

Term II

MGT 541 Emerging Concepts in Management	(2.0)
COM 505 Managerial Communication	(2.0)
STT 502 Data Analysis for Decision Modeling	(2.0)
ECO 512 Macroeconomics and the Global Economy	(2.0)
MGT 542 OB and Leadership	(2.0)
COM 506 Communication Skill Practicum	(1.0)

Term III

ACC 516 Managerial Accounting	(2.0)
FIN 531 Financial Management	(2.0)
MKT 561 Marketing Management	(2.0)
MGT 543 Human Resource Management	(2.0)
RES 611 Business Research Methodology	(2.0)
IMS 522 e-Commerce: Practicum	(1.0)

Term IV

MGT 544 Entrepreneurship and Innovation	(2.0)
MGT 545 International Business	(2.0)
MGT 546 Operations and Service Management	(2.0)
Concentration I	(2.0)
Concentration II	(2.0)
MGT 547 Business Development Plan: Graduate Seminar	(1.0)

Term V

Concentration III	(2.0)
Concentration IV	(2.0)
Elective I	(2.0)
Elective II	(2.0)
MGT 548 Internship	(3.0)

Term VI

MGT 549 Business Environment Analysis	(3.0)
MGT 550 Strategic Management	(3.0)
RES 612 Graduate Research Project	(3.0)
MGT 551 Corporate Governance: Graduate Seminar	(1.0)

Concentration Areas

Pokhara University offers several career-focused concentrations. These courses allow students to gain additional knowledge and skills on specific concentration areas. The students are required to select any four courses from any one of the following concentration areas.

Finance

(4 courses of 2.0 credits each)

FIN 632 Financial Institutions and Markets
FIN 633 Portfolio Management and Security Analysis

FIN 634 International Finance
FIN 635 Financial Derivatives and Risk Management
FIN 636 Management of Capital Investment Decisions
FIN 637 Corporate Financing Decisions
FIN 638 Working Capital Management
FIN 639 Financial Restructuring Strategy

Marketing
(4 courses of 2.0 credits each)

MKT 662 Service Marketing Strategy
MKT 663 Marketing Research
MKT 664 Consumer Behavior
MKT 665 Promotions Management
MKT 666 Global Marketing
MKT 667 Strategic Brand Management

Management Science and Systems
(4 courses of 2.0 credits each)

MSC 621 Business Processing Re-engineering
MSC 622 Total Quality Management
MSC 623 System Analysis and Design
MSC 624 Optimization Theory
MSC 625 Decision Support System
MSC 626 Supply Chain and Global Operations
MSC 627 Database Management
MSC 628 Business Simulation

Human Resource Management
(4 courses of 2.0 credits each)

MGT 671 HRD Strategies
MGT 672 Compensation Management
MGT 673 Career Development Strategies in HRM
MGT 674 Employee Relations Management
MGT 675 Performance Management
MGT 676 International HRM
MGT 677 Seminar in HRM

General Management
(4 courses of 2.0 credits each)

MGT 651 Organizational Development
MGT 652 International Management
MGT 653 Management Challenges in Emerging Economies
MGT 654 Conflict Management and Negotiation Strategies
MGT 655 Managing for Quality Improvement
MGT 656 Knowledge Management
MGT 657 Competitive Strategy
MGT 658 Seminar in General Management

Electives
(2 courses of 2.0 credits each)

The following courses have been identified for electives. These courses offer students the flexibility to customize their needs and meet their career interests and goals. These are basically sectoral and application courses which address the systematic integration across all of business disciplines. Hence, a wide range of elective options may be offered by a college/school. A college/school can also develop and offer such sector-focused elective courses with the prior approval of the Subject Committee and the Dean.

MGT 681 Real Estate Management
MSC 629 Management of Technology
MGT 682 Tourism and Hospitality Management
FIN 640 Insurance and Risk Management
ACC 630 Business Tax Planning
MGT 683 Project Management
FIN 641 Bank Operations and Management
MGT 684 Multinational Management
MGT 685 Social Entrepreneurship
MGT 686 Strategies for Sustainable Management
MGT 687 Management of Service Sector Organizations
MGT 688 Productivity Perspective in Management Development
MKT 668 Rural Marketing and Agribusiness

Internship Program

Students are required to go for business exposure to assigned organizations for a period of 8 to 10 weeks under the Internship Program. Students are required to present the Internship Project Report in the prescribed format. The evaluation of the Internship shall be based on confidential report of the host organization (40 percent) and presentation of the Internship Project Report in a seminar (60 percent).

Graduate Research Project

Towards the end of their study period, participating students are required to undertake a research assignment and prepare an integrative research report in any areas of management as approved by the college/school. Students are required to attend the viva-voce examination and give a seminar presentation of their report as organized by the college/school. The weightage given for viva and the research report will be 25% and 75% respectively. For the evaluation of the research report, the college/school shall appoint internal and external examiners. The external examiner shall be appointed from the list approved by the Office of the Dean.

Course Descriptions

STT 501 Business Statistics

This course is designed to familiarize students with basic concepts in statistics. The contents include the data analysis techniques, the study of probability and measures of uncertainty, discrete and continuous distribution, estimation, hypothesis testing, correlation and regression analysis, and the application of statistical methods for decision-making with emphasis on business application. Throughout the course students will utilize the technology to gather, organize, and summarize the data into meaningful information. Further, students will apply the software to draw inferences from the data so that appropriate decisions can be recommended.

ECO 511 Economic Analysis for Business

This is an intensive course that stresses functioning of the market system. The purpose of the course is to investigate and analyze the theoretical and analytical tools of microeconomics, with emphasis upon their application to business decision-making. Topics include demand and supply analysis, decision theory, production and cost theory, market structure and competition, price determination, competitive strategy, economies of scale and scope, employment of factors of production, and profit strategies. What will be emphasized throughout this course are reasoning and problem-solving. Cases will examine how economic principles apply to the actual business world.

IMS 521 Management Information System

This course is designed to provide a comprehensive knowledge to students to understand the importance of information systems in managing business organizations. The course basically deals with the development, application, analysis and evaluation of the information system. The contents include basic concepts, information technologies, business applications, development processes, managerial challenges and ethical issues, strategic planning of information systems, and the use of information for competitive advantage. Appropriate application software will be used to get hands-on experience, to analyze cases, and to complete class projects.

ACC 515 Financial Reporting and Analysis

This is an introductory course in financial reporting and analysis. Accordingly, the key objective of this course is to provide students with the basic concepts and practices of financial reporting and analysis. It also aims to prepare students for specialization courses on accounting and finance. First, it introduces the legal and practical aspects of financial accounting, handling of transactions and preparation of financial statements. It then discusses the accounting and disclosure of major components of financial statements. In the third module, the course covers the concepts and practice of the analysis and interpretation of financial statements including analysis for investment in securities.

MGT 541 Emerging Concepts in Management

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.

COM 505 Managerial Communication

The purpose of this course is to develop communication skills as a strategic competence for managers in organizations. The course amalgamates the business communication theories and practices. Sensitizing the students how effective communication is critical for their professional and personal life, the course covers some topics ranging from process and barriers of communication to cross-cultural and non-verbal aspects of communication. Specific topics include importance, process and barriers of communication; cross-cultural communication; holding meetings, negotiating with parties and conflict resolutions. The course also includes skills of working in teams and developing of interpersonal communication skills along with the strategies involved in communicating with media. The instructor can incorporate other materials stimulating the student's desire to learn a wide range of issues because only with the habit of reading they can develop life-long ability to communicate effectively. Students will make presentations, have group discussions, involve in project works, and practice exercises for achieving the objectives set for this course.

STT 502 Data Analysis for Decision Modeling

This course has two components: data analysis and decision modeling. Data analysis focuses on exploratory data analysis and multiple regression models to support management decisions. Topics in this component of the course include regression analysis and models, time series analysis, and forecasting. Decision modeling of organizational systems uses mathematical and computer models to provide quantitative perspective on identifying, analyzing and solving complex decision problems. Topics in this component of the course include linear programming models and applications, sensitivity analysis, integer programming models, and network models with emphasis on business application.

ECO 512 Macroeconomics and the Global Economy

This course is intended to provide a foundation in macroeconomics. The course is intensive and introduces students to macroeconomic theory and application as they pertain to the business decisions. Topics include measurement of GDP, inflation, monetary and fiscal policy, impact of economic policy on the behavior of individuals and organizations, fluctuations and business cycles, economic growth, employment issues, emerging global economic issues, and nature of the expanding global economy. All topics are discussed with emphasis on real-world application. Case studies and current economic trends and developments are examined in a global perspective.

MGT 542 Organizational Behavior (OB) and Leadership

This course is designed to encourage the application of diverse conceptual and theoretical perspectives to the analysis and control of behavior in organizations. The contents of the course include the interaction between individual behavior in organization, group behavior in organization, and organizational behavior in social systems. The study of individual behavior patterns, perception, superior-subordinate relations, group dynamics, communication, interpersonal relationships and conflict, motivation, decision-making, leadership behavior and styles, team leadership, ethics and values in leadership, formulation and implementation of change and development strategies, managerial stress and the impact of demographic diversity on organizations will be covered.

COM 506 Communication Skills Practicum

This course focuses on writing and oral presentation skills of the students. Practices include writing memos, letters, reports and proposals. At the completion of the course, students should have skills in correct, effective and professional writing, and make powerful oral presentations.

ACC 516 Managerial Accounting

The course helps to understand the concepts, tools and techniques of management accounting and controllership functions; measuring income under different techniques for analyzing, decision-making, planning and controlling activities of an organization. Topics covered include measurement, presentation, interpretation, and communication of economic information for managerial functions. Students will be acquainted with activity based costing, CVP analysis, decision regarding alternative choices, pricing products and services, capital investment models, planning profit through budgets, controlling direct material, direct labour and factory overheads. The course uses case studies and practical exercises to emphasize the application of concepts.

FIN 531 Financial Management
The aim of this course is to familiarize students with an overview of the principles, methods and practices of financial decision making in firms. Major topics that will be covered include: Nature of financial management: finance in organizational structure of the firm, value maximization goal as a financial decision criterion, financial functions and agency problems. Financial management concepts: financial statements and cash flows, time value of money; Financial planning and forecasting: the financial plan, financial statement forecasting, the AFN formula and simple regression technique. Securities valuation: bond and stock valuation. Strategic investment decision making: estimation of cash flows, estimation of cost of capital, evaluation of cash flows. Strategic financing decision making: operating and financing leverage, EBIT-EPS analysis, breakeven and indifference charts. Dividend policy decision making: nature and types of dividend policy, determinants, stock dividends and stock splits.

MKT 561 Marketing Management
The course aims to develop a strategic perspective of students in marketing management. It builds students' capabilities in analyzing marketing opportunities, developing marketing strategies, and designing implementation plans and programs. This course includes business strategy and sustainable competitive advantage; concept and relevance of strategic market management; analysis of external and internal factors for opportunity identification; formulation of strategy for sustainable competitive advantage; differentiation and positioning strategies; growth and diversification strategies; strategies for the global market; preparation of strategic marketing plan and program formulation; and strategic control.

MGT 543 Human Resource Management
The purpose of this course is to provide students with the knowledge and skills needed to work effectively with human resources to enhance the contributions of all employees to organizational effectiveness. This course identifies and defines the role of key functional areas of human resource and examines how these areas support management. The course takes a strategic approach and examines how human resource functions such as recruitment, selection, performance appraisal, career development, promotion of personal skills, work-family conflict, and compensation can impact organizations' productivity and success. The course underscores the need to understand the dynamic nature of human resources in organizations. It highlights professional handling of human resource through process of setting objectives and standards, measurements of results, policies, periodic job analysis to identify variances in requirements of attitude, skills, and knowledge in existing and redesigned jobs.

RES 611 Business Research Methodology
This course is devoted to develop an understanding and skills of research in students. The course deals with the tools, techniques, and the changing paradigms of social science research, and their application to business research. The topics covered are the research process, management research methods, literature review, formulation of the problem and related hypothesis, theoretical framework, research designs, qualitative research, sampling techniques, measurement and scaling, use of primary and secondary data sources, construction of questionnaires, interviewing techniques, sources of qualitative data, observation and participative research, data preparation and analysis, writing research reports, citation and referencing styles, and writing research proposals.

IMS 522 E-Commerce: Practicum
This course will introduce students to electronic business. It will cover such diverse practical issues as: e-commerce payment mechanisms, encryption and authentication of data, web assurance, electronic data interchange, legal issues on the web, and web marketing. There will also be a lab component that will provide students with exposure to practice in web page design and creation.

MGT 544 Entrepreneurship and Innovation
This course is designed to identify and analyze the factors that contribute to the creation of successful new ventures and to highlight the process of creating and managing a new business. This course covers the entrepreneurial process from idea generation to implementation. It looks at how ideas are created, assessed, and implemented. The contents of the course will include fundamental theories of entrepreneurship and characteristics of entrepreneurship, environmental conditions, scanning and evaluations, opportunity recognition, strategic process, business plans for entrepreneurial ventures, family business succession strategy, and entrepreneurial leadership and innovation. Entrepreneurship foundation will examine how corporate managers may capture the initiative in trying new ideas and developing internal markets for their business organizations. For this course, readings, cases, and project work will be used as teaching pedagogy.

MGT 545 International Business
The objective of this course is to familiarize students with the environment and challenges of doing business abroad. The course will present students with the opportunities to explore a number of issues and concerns relating to international business, from economics and finance to human resources and strategic planning. Topics include country-market differences, socio-cultural, economic, political and competitive environment of international business, trade and investment patterns, the international financial environment, issues in business-government relations, and strategies for international business. Theoretical issues such as globalization, regional economic integration, modes of entry into a foreign market, etc. will be explained. Based upon theories of firms and organizations, the operations of MNCs and problems inherent will also be discussed. Case analysis and short simulations will be the primary modes of instruction.

MGT 546 Operations and Service Management
The course focuses on the problem facing managers in the area of producing goods and services. Topics include total quality, productivity and competitiveness, product and technology (process) design and selection, planning and controlling of production and service systems, capacity planning, facility location and layout, inventory and supply chain management, and project and service scheduling. Especial emphasis will be given on exponential forecasting, inventory management, work methods, project management, and productivity improvement. Issues specific to global sourcing and risk management in international supply chain will also be explored. This course explores key issues of the operations and service management primarily through case studies, readings, class discussions, and fieldwork.

MGT 547 Business Development Plan: Graduate Seminar
Starting a new venture is risky and often ends in failure. An effective tool for entrepreneurs who want to reduce risk and better ensure success is a convincing business plan. A business plan serves two purposes. It acts as a roadmap for managers and helps to secure financing. The major course assignment is to prepare a comprehensive, well-researched business plan for a business opportunity chosen by the student. The student begins to identify and explore a business opportunity and ends up with the development, delivery and presentation of a comprehensive business plan for a start-up company. The business plan will contain assessments of market, competitor, cash flow, and financial analysis. A detailed business model and other essential components of the business justification and operations principles will be presented. The student will be required to present his or her BDP where business executives and faculty members will be invited to attend. The evaluation of the BDP shall be based on the written part (60 percent) and presentation (40 percent).

MGT 548 Internship

RES 612 Graduate Research Project
The GRP component of the MBA program involves the preparation and presentation of a research project of approximately 20,000 words in length directed toward the identification of a significant business problem of a company or industry, analysis of the evidences collected, and recommendations for policy making and action based upon a thorough examination of evidence and information relevant to the problem. The GRP will also contain an examination of the published literature and will select a methodology appropriate to the problems investigated. Students will be required to make oral presentation of findings and conclusion of their research work.

MGT 551 Corporate Governance: Graduate Seminar
This module will cover models, mechanisms, and emerging issues in corporate governance, stakeholder rights and responsibilities, issues pertaining to the board of directors and management, audit committees, corporate practices and legislations on corporate governance and responsibility. The graduate seminar in corporate governance will address the various contemporary issues through discussion, selected readings and case analysis. Students will examine the current literature on major governance issues and prepare a paper to be presented to the general class as approved by the instructor. The focus of the module will be at the discretion of the instructor.

MGT 549 Business Environment Analysis
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.

MGT 550 Strategic Management

This course aims to familiarize the students to concepts of strategic management. The course explores the issues of defining corporate mission, objectives, and goals. Students focus on the analysis of firm's external internal environment to identify and create competitive advantage and to provide a systematic and effective approach for developing a clear strategic plan. It focuses on the methods of strategic management and business analyses that utilize the entire cross-section of skills that have been developed in the previous trimesters of study. After completion of this course, the students should be able to pull together what they have learned in separate business fields and utilize this knowledge in analysis of complex business problems and formulate strategies accordingly. The use of case studies and their analysis will be the special feature of this course.

Finance

FIN 632 Financial Institutions and Markets

This course intends to familiarize the students with the nature of financial system, its functions, the major parts and components of the financial system, and the principles and practices relating thereto. Major topics that will be covered include: The nature of financial system: introduction and importance, Nepalese financial system. Interest rates: role and importance, determination of interest rates, the term structure of interest rates, efficiency of financial markets. Central bank and monetary policy: role of central bank as regulatory authority of financial markets and institutions, monetary policy as a regulatory instrument. Financial markets and their *modus operendi*: the money market, the bond market, the stock market, and the foreign exchange market. The banking and financial institution industries: management of banks and financial institutions, their structure, saving association and credit unions, banking regulation, the mutual funds, insurance companies and pension funds, investment banks, security brokers and dealers. Risk management of banks and financial institutions: managing different types of risks incurred by banks and financial institutions.

FIN 633 Portfolio Management and Security Analysis

The purpose of this course is to enable students to understand and apply the theories and techniques of analyzing securities in isolation and in the context of portfolio. Major topics that will be covered include: Introduction: the investment environment, markets and instruments, trading of securities. Portfolio theory: risk and risk aversion, capital allocation between the risky and risk-free asset, optimal risky portfolio. Applied portfolio management: portfolio performance evaluation, the process of portfolio management. Analysis of fixed income securities: bond prices and yields, the term structure of interest rates. Analysis of equity security: equity valuation models. Macroeconomic and industry analysis. Equilibrium in capital market: the capital assets pricing model, arbitrage pricing theory, market efficiency.

FIN 634 International Finance
The purpose of this course is to provide an understanding of the conceptual framework essential for corporate financial decision-making in a multinational context. Major topics that will be covered include: Global financial environment: foreign exchange risks, political risks, financial goals. International Monetary Environment: currency regimes, birth of a global currency, the Asian Crisis. Foreign exchange rate determination: balance of payment approach, parity conditions, prices, interest rates and exchange rates. The foreign exchange market: geographical extent, functions, market participants, foreign exchange rates and quotations. Foreign exchange exposures: types, & measurement of transaction exposure, operating exposure, and accounting exposure. Multinational capital budgeting: foreign complexities, making multinational capital budgeting decisions.

FIN 635 Financial Derivatives and Risk Management
The aim of this course is to familiarize students with different types of financial derivatives and principles and mechanics of financial derivative markets, and the techniques of financial risk management and their application. Major topics that will be covered include: Introduction. Mechanics of future markets. Determination of forward and future prices. Interest rate futures. Swaps. Mechanics of option markets. Properties of stock options. Option pricing models: binomial model and Black-Scholes-Merton Model. Financial risk management.

FIN 636 Management of Capital Investment Decision
This course is intended to provide a framework for analyzing capital investment decisions. Major topics that will be covered include: Principles of capital investment. Cost of capital and capital budgeting. Methods of evaluating capital investment projects. Normal and non-normal cash flows. NPV profiles and crossover rate, multiple internal rate of return, modified internal rate of return. Estimation of cash flows, adjusting for inflation. Risks in capital budgeting: project risk analysis, incorporating project risk into capital budgeting, decision tree. Real options. Social cost benefit analysis.

FIN 637 Corporate Financing Decision
The purpose of this course is to provide an overview of strategic and tactical financing decisions of a firm. Major topics that will be covered include: Optimal capital structure: features and determinants. Types of financing, short-term financing, intermediate-term financing. Protective covenants. Lease financing. Common stock financing. Debt and preferred stock. Warrants and convertibles. Theory of capital structure.

FIN 638 Working Capital Management
The purpose of this course is to enable students to understand and apply concepts and principles of different aspects of working capital management in a firm. Major topics that will be covered include: Working capital investment policies. Managing the components of working capital. Cash management and forecasting. Receivable management. Inventory management. Working capital financing policies, sources of short-term financing, use of security in short-term financing.

FIN 639 Financial Restructuring Strategy
The objective of this course is to provide students with the concepts and processes of takeovers, restructuring and corporate governance. The major areas covered include: Theory and practice of mergers and acquisitions: Strategic process, theory of mergers and tender offers timing of merger activity; Restructuring: Restructuring and divestitures, restructuring organization and ownership relationships, financial restructuring; Merger and acquisition strategies: joint ventures and alliances, ESOPs and MLPs, going private and leveraged buyouts; Strategies for creating value: Share repurchase, takeover defenses, corporate governance and performance, and implementation and management guides for merger and acquisitions.

Marketing

MKT 662 Service Marketing Strategy
This course aims to provide students with the knowledge and skills in marketing of services. It also deals with the specific issues of marketing of services in Nepal. The course includes concept, nature and development of service marketing, service marketing mix, service marketing triangle, managing service encounters, marketing planning for services, service segmentation and targeting strategies, relationship marketing, approaches and dimensions of service quality, service gap model, service life cycle, positioning, and new service development, pricing issues for services, promotional efforts in services, location of service outlets, direct marketing, managing people in service organizations, physical evidences and process in service marketing, and service marketing environment in Nepal.

MKT 663 Marketing Research
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.

MKT 664 Consumer Behavior
The course aims to develop students' understanding in consumers' purchase behaviors and use the knowledge in designing marketing strategies. Students are expected to learn the marketing implications and interventions of the various facets of the consumer behavior analysis. This course provides a theoretical knowledge of the decision making process and factors involved in consumer buying situations. It includes a study of the basic nature of consumer buying situations, buying decision process of consumers, individual and socio-environmental factors influencing consumer, and partial and comprehensive models of consumer behavior.

MKT 665 Promotions Management
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. The course includes role of communication in marketing; marketing communication mix; integrated marketing communication strategy and its values, developing effective marketing communication, social and legal aspects of advertising, structure of the advertising business, theory of advertising – advertising in consumer buying process; information processing theories; theories of advertising objectives and effectiveness; creative process and creativity methods in advertising; 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, consumer promotions and trade promotions; sponsorship and event marketing; and direct response marketing, integrated communication plan, and structure of a campaign plan.

MKT 666 Global Marketing
This course aims to develop students' skills in analyzing global marketing environment and designing strategies in the context of the global market. This course includes concept, importance, and driving forces of global marketing; economic, socio-cultural, and politico-legal environment of global marketing; WTO and its role; segmentation, targeting, and positioning in global markets; entry and expansion strategies; global strategic partnerships; key issues relating to global product, pricing, distribution, and promotion decisions; e-marketing and electronic value chain.

MKT 667 Strategic Brand Management
This course aims to develop a basic understanding of the field of brand management and develop students' skills for building, implementing, and revitalizing brands in competitive and market-driven business environment. The course includes concept of brand and branding, branding challenges and opportunities, strategic brand management process, concept and sources of brand equity, brand positioning process, brand values, marketing programs for brand building, leveraging secondary associations, brand value chain, measurement of brand performance, new product branding strategy, brand extension, brand reinforcement, revitalization, and retirement.

General Management

MGT 651 Organizational Development

This course provides an introduction into the dynamics of planned, systemic organizational change and development. It defines OD and describes the roles of organizational decision makers, decision-implementers, and change agents. The course examines the process of initiating systemic change, diagnosing the organization, and developing and implementing appropriate interventions to effect the desired change. The course critically assesses various models, intervention strategies, processes, and techniques for planned organizational change and development. The focus of the course will be on system-wide change and development in complex organizations and the application of behavioral science knowledge to the planned creation and reinforcement of organizational structures, strategies, and cultures for improving organizational effectiveness. This course explores key issues through case studies, readings, class discussions, and fieldwork.

MGT 652 International Management

The objective of this course is to explore the challenges in contemporary business environment posed by rapid globalization of business and analyze and understand the cross-cultural issues in international management. The course explores management practices and issues across cultures in international management. It seeks to engage students with problems associated with management practices in a context of increasing global contact. Topics for the course include: an overview of international management, corporate management practices, cultural and political influences on international management; cross-cultural issues, international dimension of leadership, strategic issues involved in international management, international organization relationships, international human resource management; cross-cultural communication, motivation and decision-making. The course uses case studies and project works to emphasize the application of concepts.

MGT 653 Management Challenges in the Emerging Economies

The objective of this course is to provide a perspective of emerging economies and the emerging management challenges of managers in these economies. The course will specifically deal with the emerging economies phenomenon, the structure and role of emerging economies, challenges, constraints and opportunities of emerging economies in the context of global economics. Management challenges in the context of economic policies, corporate governance, acquisition and managing joint venture companies, FDI, government regulations, technology transfer, etc will be discussed in the course. For this course, readings, cases, and project work will be used as teaching pedagogy.

MGT 654 Conflict Management and Negotiation Strategies

The purpose of the course is to provide instruction on conflict resolution through an interactive, self-placed learning experience that creates opportunities to improve skills and adjust behaviours. This course emphasizes the conflict resolution approaches most commonly used by managers to resolve disputes at the individual, group and organizational levels. Students will learn to assess conflict situations and select appropriate resolution techniques as well as hone their skills in negotiation and mediation. The course covers the nature and effects of conflicts in organizations and relationships at the workplace, making conflict resolution and negotiation productive and constructive, theories supporting effective conflict management, strategies and tactics for use and resolution, practices of conflict resolution, and negotiation and mediation methods. For this course, readings, cases, and project work will be used as teaching pedagogy.

MGT 655 Managing for Quality Improvement

The aim of this course is to equip students with vital skills to ensure the quality and continuous improvement process. The course introduces the basic philosophies, principles and techniques of managing and improving for quality. The student will learn the most important principles and tools by which organizations create value for their customers, including quality measurement and planning, quality control, quality improvement, and quality strategy. Students will learn to analyze quality systems using such tools as Six Sigma, Pareto principle, statistical process control, quality function deployment, reliability analysis, and quality improvement programs. The course uses case studies, readings and practical exercises to emphasize the application of concepts.

MGT 656 Knowledge Management

The use of data collection and analysis is considered one of the most important tasks of any organization in the search for competitive advantage. The translation of data into information, information into knowledge, and knowledge into wisdom is not a trivial matter. Both invasive and non-invasive approaches to data collection will be discussed. The implications of data mining will be investigated, particularly as related to its integration within corporate strategy. Methods of harnessing the aggregate intelligence of employees will be discussed. The objective is to increase the organizational IQ making the fine-tuning of target markets more effective and powerful. For this course, readings, cases, and guest speakers will be used as teaching pedagogy.

MGT 657 Competitive Strategy

The performance of any firm depends critically on the design and implementation of its competitive strategy. Incorporating cross-functional thinking, this course provides the concepts and techniques to help a firm create a sustainable competitive advantage. The course presents tools, concepts, and perspectives for performing market and competitive analysis, understanding competitive industries, analyzing strategic decisions, and evaluating a firm's competitive strategy. The contents of the course include analyzing industry structure and dynamics, analyzing competitors, exploring firm capabilities and resources, building and sustaining competitive advantage, quality and competitive strategy, innovation and competitive strategy. The course will be taught using lectures, cases, readings, and compelling guest speakers.

MGT 658 Seminar in General Management

The objective of this course is to broaden student's insight on contemporary management issues and concepts. Understanding those issues and concepts will prepare students to enter the real business world and contribute to organizations in order to effectively and efficiently respond toward environmental changes. This course is focused on a selected combination of published empirical research and current topics in general management. Articles for evaluation, comparison and analysis will be drawn from journals in several fields, including general management, behavioral science, business administration, management science and elsewhere as they relate to the field of general management. Faculty will guide students through written review of research and current practices, and seminar discussion in order to assist the management professional as a consultant to company management.

Human Resource Management

MGT 671 Human Resource Development (HRD) Strategy

Effective HRD is a critical element in overall organizational strategy, and in turn is important to the ongoing sustainability of organizations. This course is especially designed to help students understand and apply effective HRD strategies. The course provides an advanced and comprehensive perspective on HRD in enhancing the competitive advantage of organizations by building up their intellectual and learning system capacities in ways that enable them to cope with an environment that involves rapid change. The concept of the learning organization will be developed through the perspective of the HRD strategies, policies and practices. The contents include the concepts of integrated HRD and its needs, HRD mechanisms, strategic importance of HRD, dimensions and models of HRD, principles of designing effective HRD system, implementation of HRD system, and critical trends in HRD. For this course, readings, cases, and guest speaker will be used as teaching pedagogy.

MGT 672 Compensation Management

The focus of this course is on strategic compensation system needed in a dynamic business environment. Both basic and advanced concepts are reviewed and examined, including job evaluation, wage and salary structures, gain-sharing, and other pay-related issues. The course also studies the design and administration of employee benefit system with a focus on health programs, pensions, and deferred compensation. The course will analyze the reward systems in terms of both monetary and non-monetary considerations with both union and non-union settings. The contents of the course include: designing pay levels and structures, job evaluation, person-based structures, pay for performance plans, benefit options, union's role in wage and salary administration. This course will be taught through lectures, case discussion, and guest speakers.

MGT 673 Career Development Strategies in HRM

This course is designed to provide students with skills to successfully manage career development. The employment landscape is undergoing a major shift in how career development is viewed throughout organizations. Domestic and international competition as well as the public and private sector, now require employers and employees to rethink their short-term and long-term career goals. Balancing these with strategies that will ensure corporate success involves a collaborative process of talent management and deployment. The course thus addresses the major strategic issue that managers face as they attempt to manage human resources across national boundaries.

MGT 674 Employee Relations Management

The course analyzes the theoretical and practical dimensions of the relations within organizations with a particular focus on the relations between management and employees. The course aims to develop students' capabilities as managers responsible for managing employees and assisting organizations to develop appropriate employee relations management strategies. The contents of the course include nature of employee relations, contemporary trends in employee-management relations, examination of legal, social, and economic aspects of employee-management relations, collective bargaining, grievance handling, employee participation, workforce diversity, labour disputes and their settlement, arbitration procedures, union-management relations, and contemporary issues. Application of the theories and concepts would be explored through lectures, discussions, case analysis and individual reading.

MGT 675 Performance Management
This course examines the area of performance management, a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and team. Performance management involves both the manager and employee in identifying and describing essential job functions and relating them to the mission and goals of the organization, developing realistic and appropriate performance standards, giving and receiving feedback about performance, writing and communicating constructive performance evaluations and planning education and development opportunities to sustain, improve or build on employee work performance.

MGT 676 International Human Resource Management

This course has been designed to develop students' understanding of HRM issues at the international level. The course will review the theories, models and concepts in the area of international HRM. The course will cover the management issues which have implications on international HRM decisions including: cross-cultural negotiations, international dimension of leadership, motivation, team work and communicating with people of different cultural environment. A major focus of the course will be on international aspects of recruitment and selection, compensation and rewards system, training and development, performance appraisal, expatriation and repatriation, industrial relations, and career development. Finally future directions, challenges and development in the field of international HRM would be explored. Application of the theories and concepts would be explored through lectures, discussions, case analysis and individual reading.

MGT 677 Seminar in Human Resource Management (HRM)
This course is focused on a selected combination of published empirical research and current topics in HRM. Articles for evaluation, comparison and analysis will be drawn from journals in several fields, including behavioural science, business administration, management science and elsewhere as they relate to the field of HRM. Faculty will guide students through written review of research and current practices, and seminar discussion in order to assist the HRM professional as a consultant to company management.

Management Science and Systems

MSC 621 Business Process Reengineering
This course focuses on business processes. It is an intensive course providing logical analysis of business process coupled with techniques to restructure systems that drain organizational resources. The course requires fundamental rethinking of the design of the process, and takes radical measures to change the process to achieve dramatic performance improvement in quality and productivity. The course covers systems fundamentals, process flow analysis, information technology as an enabler, analyzing and modeling the business process, critical factors for implementing business process reengineering, and redesigning procedures.

MSC 622 Total Quality Management
The objective of the course is to give up-to-date knowledge in total quality management and relevant systems and methods. The quality issues are mainly analyzed and discussed considering needs of manufacturing and service organizations. The topics included are: quality as a concept, strategic quality management, the economic aspect of quality, quality chain, factors affecting product quality, quality culture, quality management system, process control, quality related infrastructure, TQM tools and techniques and their practical use, standards of ISO 9000, 14000, 22000, statistical process control.

MSC 623 System Analysis and Design
The course covers recent approaches to the analysis and design of computer-based information systems. This course analyzes systems development methodologies, including life cycle, prototyping, evolutionary, and participative models. The course provides knowledge to analyze user requirements and design robust, change-tolerant software for the evolving business needs. Designing a robust core of stored information for new or existing legacy requirements and adopting a development process that ensures robust database and Web-enabled systems are the key objective of this course. The prerequisite for the course is IMS 521.

MSC 624 Optimization Theory
The purpose of this course is to familiarize students with current trends in optimization methods while at the same time equipping them with the tools necessary for advanced design problems. The emphasis will be on design in order to show how optimization theory fits into practical applications. The contents of the course include: an introduction to various methods of obtaining the extremum of a non-dynamical system, principles of optimality and dynamic programming, computational methods for nonlinear optimization, unconstrained optimization, constrained optimization, linear programming, simplex method for solving linear programming, Lagrange's conditions, the Karush-Kuhn-Trucker (KKT) conditions, Least square, convex optimization, and multi objective optimization.

MSC 625 Decision Support System
The objective of the course is to provide an understanding of Decision Support System for Management decisions. This course covers the processes used in making creative decisions and effectively solving problems. A strong emphasis is placed on application and use of decision support systems (DSS). Several cases are treated in detail. Topics covered include data mining, data warehousing architectures and technologies, expert systems, artificial intelligence systems, and executive information systems and many more. The prerequisite for the course is IMS 521.

MSC 626 Supply Chain and Global Operations
This course considers the components of modern-day distribution system. It covers tools and concepts needed to manage the entire supply chain effectively in the context of global operations. The emphasis will be on facility location, transportation, warehousing, inventory control, and communication in both domestic and global environment. The topics covered will also include negotiation, purchasing, logistics operations, and applying e-business tools. Students will develop a conceptual understanding of issues relating to designing, planning, control, product design, inventory management, quality control, and warehousing. This course integrates the organizational strategies, policies and programs across organizations both the parent organization and supplier organization.

MSC 627 Database Management System

This course covers the concepts, principles, issues, and techniques for managing organizational data using database management systems. Topics include database architecture, data models with emphasis on relational model, logical database design, relational query languages, normalization, and recovery methods. Role of database administrator, concurrent operations, distributed databases, industrial applications. The course is a mix of cases, lectures and projects. The prerequisite for this course is IMS 521.

MSC 628 Business Simulation

The course teaches the use of simulation as an analysis and decision making tool in business management environment. It provides an introduction to building computer-based simulation models for business decision making. The course is focused on data collection and input analysis, model building of both Monte Carlo and discrete event situations, output analysis and validations, and experimental design. The emphasis is on developing computer models to solve complex business problems in operations, finance, marketing and MIS. Various managerial issues, such as production planning and control, will be investigated to improve the operational efficiency by using computer simulation.

Detail Courses

STT 501 BUSINESS STATISTICS

Course Description

This course is designed to familiarize students with basic concepts in statistics. The contents include the data analysis techniques, the study of probability and measures of uncertainty, discrete and continuous distribution, estimation, hypothesis testing, correlation and regression analysis, and the application of other relevant modern statistical methods for decision-making with emphasis on business application. Throughout the course students will utilize the technology to gather, organize, and summarize the data into meaningful information. Further, students will apply the software to draw inferences from the data so that appropriate decisions can be recommended.

Course Contents

Introduction and Data Collection
Definition of statistics, Application in Business and Economics, Descriptive and Inferential Statistics, Types of Data (Categorical and Numerical), Classification of data (Cross-sectional, Time series, Pooled), Sources of Data (Primary and Secondary), Census and Sampling, Parameter and Statistics, Data Collection Technique, Questionnaire Construction.

Summarization of Data
Grouping and Displaying Data. Data array, Stem and Leaf Display, Frequency Distribution (Relative, Percentage and cumulative), Histogram (Frequency, Relative Frequency and Percentage), Frequency Polygon, Frequency Curve, Ogives, Bar Diagram, Pie Charts. Construction of Diagrams, Charts and Histogram using SPSS and their applications.

Numerical Descriptive Measures. Arithmetic Mean, Median, Mode, Midhinge, Midrange, Quartiles, Range, Standard Deviation, Variance, Coefficient of Variation, Shape (Symmetric and Skewed), Exploratory Data Analysis (Five Number Summary, Box and Whisker Plot), Application of Numerical Descriptive Measures and Analysis using SPSS.

Basic Probability: Concepts and Applications. Set Operations, Basic Concepts, Contingency Table, Simple and Joint Probability, Subjective and Objective Probability, Additive and Multiplicative Rules, Conditional Probability, Independence, Bays Theorem, Counting Rules, Application of Probability in Decision Making Process, Applications of Probability concepts and Analysis using SPSS.

Probability Distributions
Random Variable, Expectation (Expected Value, Standard Deviation and Variance of a Discrete Random Variable), Application of Expectation in Decision Making Process, Binomial Distribution, Poisson Distribution, Normal Distribution.

Sampling Distribution and Estimation
Sampling, Types of Sampling, Sampling Distribution of Mean, Sampling Distribution of Proportion, Properties of Estimation, Point Estimation, Interval Estimation (Single Mean, Single Proportion, Difference between Two Means and Difference between Two Proportions), Sample Size Determination (Mean and Proportion), Connection between Confidence Level, Sample Size and Sampling Error.

Hypothesis Testing
Null and Alternative Hypothesis, Level of Significance, Confidence Level, Power of the Test, Type I and Type II Error, Critical Value, P-value, One and Two Tailed Test, Steps Involved in Hypothesis Testing, One Sample Test for Mean and Proportion, Two Samples Test for Mean (Independent and dependent) and Proportion.

Chi-Square Test and Analysis of Variance
Introduction, Cross Tabulation, Chi-Square as a Test of Independence, Comparison of Three or More than Three Means (One-Way Analysis of Variance). Application of Hypothesis Testing, Chi-Square Test and Analysis of Variance using SPSS.

Correlation and Regression Analysis
Correlation coefficient, Properties, Simple Linear Regression Model, Residual Analysis, Coefficient of Determination, Standard Error.

Basic Books
Levine, D. M., Krehbiel, T. C., Berenson, M. L., and Viswanathan, P. K., *Business Statistics* (Fourth Edition), New Delhi: Pearson Education.

Levin, R. I. and Rubin, D. S., *Statistics for Management* (Seventh Edition), New Delhi: Prentice Hall.

References
Siegel, A. F., *Practical Business Statistics* (Fourth Edition), New York: Andrew F, Irwin.

Anderson, D. R., Sweeney, D.J. and Williams, T. A., *Statistics for Business and Economics* (Eighth Edition), New Delhi: Thomson.

ECO 511 ECONOMIC ANALYSIS FOR BUSINESS

Course Description

This is an intensive course that stresses functioning of the market system. The purpose of the course is to investigate and analyze the theoretical and analytical tools of microeconomics, with emphasis upon their application to business decision-making. Topics include demand and supply analysis, decision theory, production and cost theory, market structure and competition, price determination, competitive strategy, economies of scale and scope, employment of factors of production, and profit strategies. What will be emphasized throughout this course are reasoning and problem-solving. Cases will examine how economic principles apply to the actual business world.

Course Contents

Introduction to Business Economics
Business success and economic issues; Basic concepts of Business Economics; Allocation of resources, Opportunity cost, Marginal analysis, Fundamental principles of economics, Positive and normative analysis, Importance and use of Business Economics; Corporate decision making and public policy design.

Supply and Demand, Market and Welfare
The market force of supply and demand, Market mechanism, Elasticity of demand and supply and its application, Consumer, Producer, Government and Efficiency of market, Application; Cost of taxation, price controls and international trade, Demand forecasting – techniques and applications.

The Theory of Consumer Choice
Consumer behavior; Consumer preference and choice, Indifference curves, Marginal rate of substitution, Budget constraint, Optimization; What consumer chooses?, Applications; Price effect, income effect and substitution effect, Income and substitution effect.

The Theory of Production and Cost
Technology and production; Production function, Isoquants, Marginal rate of technical substitution, Production with one and two variable input(s), Returns to scale, Analysis of cost; short and long run, Least cost combination of inputs.

Objective of the Firm
Introduction of firm and its goal, profit maximization, Agency Theory, Managerial Theories; Sales revenue maximization, managerial utility maximization, corporate growth maximization, Behavioral theory (Cyert and March).

Pricing Theory
Classification of market - perfect and imperfect market, Pricing under different market conditions, Perfect competition, monopoly, monopolistic competition, oligopoly; price leadership model, cartel, kinked demand curve model, Pricing: Cost-plus pricing, incremental pricing, multiple product pricing, transfer pricing.

The Economics of Public Sector

Externality; positive and negative externalities of production and consumption, Inefficiency, Market failure and ways of correcting market failure, Common property resources, Public goods; public goods and market failure, Private preference of public goods.

Basic Books

Mankiw, N. G., *Principles of Microeconomics*, New Delhi: Thomson South-Western.

Mark, H. and Pappas, J. L., *Managerial Economics*, New Delhi: Prentice-Hall India, New Delhi

References

Katz, M. L. and Rosen, H. S., *Microeconomics*, New York: Irwin/McGraw Hill.
Brigham, E. F. and Pappas, J. L., *Managerial Economics*, Dryden Press.
Damodaran, S., *Managerial Economics*, New Delhi: Oxford University Press.
Petersen, H. Craig, and Lewis, W. Cris, *Managerial Economics*, New Delhi: Prentice-Hall India.
Mansfield, E., *Managerial Economics*, New York: W W Norton and Company.
Perloff, J. M., *Microeconomics*, New Delhi: Pearson Education.

IMS 521 Management Information Systems

Course Description

This course is designed to provide a comprehensive knowledge to students to understand the importance of information systems in managing business organizations. The course basically deals with the development, application, analysis and evaluation of the information system. The contents include basic concepts, information technologies, business applications, development processes, managerial challenges and ethical issues, strategic planning of information systems, and the use of information for competitive advantage. Appropriate application software will be used to get hands-on experience, to analyze cases, and to complete class projects.

Course Contents

Foundation Concepts

Foundations of Information Systems in Business

Foundation Concepts: Information Systems in Business, The Components of Information Systems

Competing with Information Technology
Fundamentals of Strategic Advantage, Using Information Technology for Strategic Advantage

Information Technologies

Computer Hardware
Computer Systems: End User and Enterprise Computing, Computer Peripherals: Input, Output, and Storage Technologies

Computer Software
Application Software: End User Applications, System Software: Computer System Management

Data Resource Management
Managing Data Resources, Technical Foundations of Database Management

Telecommunications and Networks
The Networked Enterprise, Telecommunications Network Alternatives

Business Applications

Electronic Business Systems
Enterprise Business Systems, Functional Business Systems

Enterprise Business Systems
Customer Relationship Management: The Business Focus, Enterprise Resource Planning: The Business Backbone, Supply Chain Management: The Business Network

Electronic Commerce Systems
Electronic Commerce Fundamentals, e-Commerce Applications and Issues

Decision Support Systems
Decision Support in Business, Artificial Intelligence Technologies in Business

Development Processes

Developing Business/IT Strategies
Planning Fundamentals, Implementation Challenges

Developing Business/IT Solutions
Developing Business Systems, Implementing Business Systems

Management Challenges

Security and Ethical Challenges
Security; Ethical, and Societal Challenges of IT , Security Management of Information Technology

Enterprise and Global Management of Information Technology
Managing Information Technology, Section II: Managing Global IT

Basic Book

James A. O'Brien, *Management Information Systems*, 7th Edition, New Delhi: Tata McGraw-Hill.

References

Ralph Stair and George Reynolds, *Principles of Information Systems*, 10th Edition, New Delhi: Pearson Education.

James A. O'Brien and George Marakas, *Management Information Systems*, 9th Edition, New York: McGraw-Hill

ACC 515 FINANCIAL REPORTING AND ANALYSIS

Course Description

This is an introductory course in financial reporting and analysis. Accordingly, the key objective of this course is to provide students with the basic concepts and practices of financial reporting and analysis. It also aims to prepare students for specialization courses on accounting and finance. First, it introduces the legal and practical aspects of financial accounting, handling of transactions and preparation of financial statements. It then discusses the accounting and disclosure of major components of financial statements. In the third module, the course covers the concepts and practice of the analysis and interpretation of financial statements including analysis for investment in securities. Specific objectives of this course are:

- To provide the students with the basic concepts and practices leading to preparation and presentation of financial statements.
- To familiarize the students with the financial statements of an organization as a user of management information.
- To introduce the students to the legal and practical aspects of accounting of major components of financial statements.
- To discuss the various concepts, tools and practices in analysis and interpretation of financial statements.

Course Contents

Introduction

The accounting cycle; Sources of accounting information; Forms of business organizations; Users of accounting information; The accounting profession; Desirable qualities of accounting information; Legal environment of accounting; Fundamental accounting assumptions; Branches of accounting.

Basics of Financial Reporting

How is accounting information communicated; Annual report: contents, structure, provisions in the company laws, relevant provisions of the Nepal Accounting Standards and the International Accounting Standards/International Financial Reporting Standards; Interim accounting reports.

Financial Statements

Major financial statements: balance sheet, income statement, statement of retained earnings, cash flow statement; Preparation of financial statements; Legal provisions relating to presentation of financial statements; Provisions of Nepal Accounting Standards and International Accounting Standards on presentation of financial statements; Notes to accounts.

Business Transactions and Accounting Cycle

Entity, transactions and events; Accounting equation; Transactions analysis; Rules for debit and credit; Bases of accounting; Recording and posting of transactions; Preparation of unadjusted trial balance; Adjusting entries for accruals and deferrals; Adjusted trial balance; Worksheet; Closing entries; Preparation of financial statements with schedules.

Accounting and Reporting of the major Components of Financial Statements

Current assets: Inventories – recording, costing methods; valuation, presentation in financial statements; Recording and presentation of bad and doubtful debts.
Non-current assets: Capital, revenue and deferred revenue expenditure; Capitalization process, Accounting and reporting of fixed assets and depreciation; Recording, amortization and presentation of intangible assets.
Bonds and debentures: Nature of bonds and debentures; When should a corporation issue bonds?; Accounting for issue, amortization and redemption of bonds.
Stockholders' equity: Nature; Accounting for issue of preferred and common stocks; Additional paid-in-capital; Dividends and retained earnings; Stock splits; Treasury stock.

Financial Statements Analysis
Introduction to financial statements analysis: Objectives, applications, precautions in statements analysis, limitations of financial statements, tools for analysis.
Analysis and interpretation of financial statements: Reading an annual report; Comparative and common-size statements: horizontal and vertical analysis; Ratio analysis and interpretation: liquidity, solvency, profitability and stock market ratios; Cash flow statement: operating, investing and financial activities.

Basic Book

Porter, Gary A. and Norton, Curtis L., *Financial Accounting: The Impact on Decision Makers*, New York: The Dryden Press.

References

Narayanaswamy, R: *Financial Accountin:, A Managerial Perspective*, New Delhi: Prentice Hall of India.

Koirala, Madhav Raj, Sharma, L P B., Sharma, N., Acharya, C., and Gautam, C. M, *Financial Accounting*, Kathmandu: Budha Academic Publishers and Distributors Pvt. Ltd

Wild, John J, Subramanyam, K R and Halsey, Robert F: *Financial Statements Analysis*, Singapore: McGraw Hill International Edition.

Relevant publications of International Accounting Standards Board and Accounting Standards Board of Nepal.

Acts relating to Securities Board of Nepal and Nepal Stock Exchange.

GT 549 Business Environment Analysis

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:

1. Introduction **1.5 hours**

Concept; Business system and environment; Characteristics of business environment; Classification of business environment; Strategic management and business environment

2. Political Environment **4.5 hours**

Political system, its nature, features and significance for business; Political philosophy and structure; Political parties, Political stability issue; Operations of the party system and elections; Government's structure; Government-business relations; Government's role in business; Political risk factors and their assessment.

3. Regulatory Environment **7.5 hours**

Constitutional framework; Directive Principles; Fundamental rights; Division of legislative powers; Regulations related to business firm registration, foreign investment, finance and investment, taxation, intellectual property rights, labour, and consumer protection; Corporate governance issues; An overview of: Companies Act, 2006; Foreign Investment and Technology Transfer Act, 1992; Industrial Enterprise Act, 1992; Value Added Tax Act, 1996; Labor Act, 1992; Trade Union Act, 1992; Mines and Minerals Act, 1985; Patent Design and Trade Mark Act, 1965; and Copyright Act, 2002.

4. Economic Environment **12 hours**

- **An overview of the economy**: Economic structure and dimensions; Agriculture and industrial sectors; Major industries and the associated problems.
- **Economic indices**: National income; Distribution of income; Rate and growth of GNP, per capita; Rate of savings and investments; Foreign trade structure and related issues; Foreign employment and balance of payments.
- **An overview of economic policies**: Current monetary policy in Nepal and its effects on business; Privatization policy and practices in Nepal and their affects; Industrial Policy: Concept and objective of industrial policy in Nepal; Trade Policy: concept and objective of trade policy; Employment Policy: concept and objectives of employment policy; Tourism Policy: objectives and characteristics of tourism policy; Economic policy reforms and the emerging business environment in Nepal.
- **Economic planning**: 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.

5. Socio-Cultural Environment **4.5 hours**

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; Education level; Socio-cultural concerns: consumerism, corruption, use of mass media, the role of business in society and consumerism (corporate social responsibility); Socio-cultural attitudes and values: customs, beliefs, rituals and practices; Changing lifestyle patterns; Family structures and changes; Stratification of society and inter-stratum mobility.

6. International Environment **7.5 hours**

Globalization: concepts, forms, process, and direction; Regional groupings of nations: A brief overview of the regional economic 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.

7. Environment, Energy and Technology **4.5 hours**

- Environment and energy management: Natural environment and pollution issues; Environment protection legislation and programs; Demand and supply of energy; Environment and energy management issues.
- Concept; 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.

8. Environment Scanning **3 hours**

Concept; Approaches to environment scanning: Systematic, Ad-hoc, and Processed form; Sources of information for environment scanning; Identification of environmental factors; Environmental threat and opportunity profile (ETOP).

Reference Books:

1. Pant, Prem R. (2008): *Business Environment in Nepal*. Buddha Academic Publishers and Distributors, Kathmandu.
2. Latest Economic Survey.
3. Azhar Kazmi , *Business Policy and Strategic Management.* Tata McGraw Hill, New Delhi. (Latest Edition).
4. Relevant laws, literature and cases.

MGT 550 Strategic Management

Course Objectives:

This course aims to familiarize the students to concepts of strategic management. The course explores the issues of defining corporate mission, objectives, and goals. Students focus on the analysis of firm's external internal environment to identify and create competitive advantage and to provide a systematic and effective approach for developing a clear strategic plan. It focuses on the methods of strategic management and business analyses that utilize the entire cross-section of skills that have been developed in the previous trimesters of study. After completion of this course, students should be able to pull together what they have learned in separate business fields and utilize this knowledge in analysis of complex business problems and formulate strategies accordingly. The use of case studies and their analysis will be the special feature of this course.

Course Contents:

1. **Overview of strategic management** **3 hours**
   Defining strategic management; Nature and value of strategic management: Dimensions, formality, benefits, and risks of strategic management; Strategic management Process: components of the strategic management model.

2. **The Business vision and mission** **3 hours**
   Vision versus mission; Process of developing mission statement; Importance of vision and mission statements; Characteristics of mission statement: declaration of attitude, customer orientation, declaration of social policy; Mission statement components; Writing and evaluating mission statements; Strategic intent.

3. **Overview of external environmental analysis and forecasting** **3 hours**
   Components of remote environment: economic, socio-cultural, political, legal, technological, and ecological. (This would be just an overview as the students would have covered this portion in detail in Business Environment course).

4. **Assessment of industry attractiveness competitive environment** **4.5 hours**
   Five forces model of competitive attractiveness; Strategic groups and competitive environment: definition of strategic groups, implications of strategic group analysis; Alternative ways to examine industry structure and dynamics; Ethical dimensions: legal requirements, long run consequences.

5. **Internal assessment** **7.5 hours**
   The nature of internal audit: key internal forces, the process of performing internal audit; resource based view (RBV); Management functions audit; Marketing capabilities audit; Finance/ Accounting functions audit; Production/operation audit; Management information system audit; Research and development capabilities audit; Value Chain analysis (VCA) and Benchmarking; Internal Factor Evaluation (IFE) matrix.

5. **Strategic options** **7.5 hours**
   Long-term objectives: nature, financial versus strategic objectives; Why to avoid not managing by objectives; the balanced scorecard. Types of strategies: integration strategies, intensive strategies, diversification strategies, defensive strategies; Michael Porter's five generic strategies; Means for achieving strategies: joint venturing/partnering, mergers/acquisitions, first mover's advantage, outsourcing; Strategic management in non profit and governmental organizations; Strategic management in small firms; Strategies for international businesses.

6. Strategic analysis and choice 6 hours

Strategy formulation framework: input stage; matching stage: SWOT matrix, SPACE (strategic positioning and action evaluation) matrix, BCG matrix, GE nine cell matrix, IE (internal External) matrix, Grand strategy matrix; The Decision stage: quantitative strategic planning matrix (QSPM) – its positive features and limitations.

4. Implementation of strategies: Management and operations Issues 4.5 hours

Concept and nature of strategy implementation; Annual objectives; Policies; Resource allocation; Managing conflicts; Matching structure with strategy; Restructuring, reengineering and E-engineering; managing resistance to change; Creating strategy supportive culture.

5. Implementation of strategies: Functional Issues 3 hours

Nature; Marketing issues: Market segmentation, Impact of internet on segmentation; Product positioning; Finance/Accounting issues: acquisition of capital for strategy implementation projected financial statements, financial budgets, evaluating worth of business; R&D Issues; MIS issues.

6. Strategy review, evaluation and control 3 hours

Concept of control in strategic management; Establishing strategic controls: premise control, special alert control, strategic surveillance, implementation control; Total quality control; Problems of measuring performance; Guidelines for proper control; Strategic audit to evaluate and control performance.

Text Books:

1. Pearce, John A. and Robinson, Richard B: *Strategic Management*, AITBS, New Delhi.
2. Thomson, Arthur A. and Stickland III, *Strategic Management*, Tata McGraw-Hill, New Delhi.
3. David, Fred R., *Strategic Management: Concept and Cases*, Prentice Hall of India, New Delhi.
4. Pitts, A. Roberts & Lei, David, *Strategic Management: Building and Sustaining Competitive Advantage,* Thomson, New Delhi.

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

CURRICULUM

Faculty of Management Studies
Pokhara University

2013

POKHARA UNIVERSITY
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Program Objectives

The Bachelor of Business Administration (BBA) program of Pokhara University aims to provide students with foundational knowledge and practical skills in various areas of business administration. It also intends to develop intellectual ability and managerial skills in students through business and other social science courses. Besides, the program helps the students to develop proper attitudes and qualities required for managing business functions. The program specifically aims to produce the graduates who:

- have a sound knowledge and proper conceptual underpinnings of business management,
- are well acquainted with the broad contexts of business organizations in Nepal and outside,
- possess analytical, problem-solving, and communication skills,
- possess the ability to use electronic media and computers to solve organizational problems,
- have the ability to work in teams and individually, and
- have awareness of the environmental factors, social/functional relationships, and ethical standards that affect business and administrative decisions within an organization.

Curricular Structure

The curriculum is designed to equip students with the competencies, knowledge, skills, and attitudes needed for success in management field. The coursework gives students a broad and holistic view of the challenges in today's business environment. The BBA program provides students basis for career growth and prepares them for higher studies. The curriculum comprises the following five distinct components:

- *Foundation Courses*: These courses develop students' communication skills and provide them with strong foundation in economics, behavioral science, statistics, mathematics, information technology, and legal environment of business.
- *Core Courses*: These courses will help students to understand principles and practices in the basic and functional areas of management and develop their ability to synthesize and appreciate the interrelationships among these areas of management.
- *Concentration Courses*: The concentration courses will help students to develop specialized and focused skills in the areas of their choice. Students are required to select four courses from any one of the concentration areas offered by the University.
- *Elective Courses*: The elective courses are non-business courses, based on social sciences. A student may select any two of the listed elective courses. These courses take place as other regular courses, and are graded in the same way.
- *Project Work and Internship*: Students need to take an independent capstone project that carries the weight of 3 credit hours. The project involves fieldwork and its empirical analysis. Students must follow the prescribed formats to prepare such reports. Besides this, students also need to do internships in business organizations for six to eight weeks. Aimed to provide an opportunity to gain real-life experience, this course also helps the students to apply theoretical understanding to action. The internship carries the weight of 3 credit hours.

Program Features
The BBA is a four-year program structured in eight semesters. A student needs to complete 120 credit hours of course work, project work and internship for graduation.

Besides lectures, the classes are facilitated by case studies, group discussions, project assignments, field visits, class presentations and other teaching methods. In order to develop communication and interpersonal skills, students are emphasized to participate in class activities, group discussions and individual presentations.

The medium of instruction and examination for this program will be English, and a student is expected to have good English language proficiency with acceptable communication skills.

The Semester System
The prominent feature of the semester system is the continuous evaluation of a student's performance, and flexibility given to the students to progress at pace suited to his/her individual ability as per the credit requirements.

The credit hour assigned to each course of this program varies depending on its lecture, tutorial and practical work hours in a week. One lecture/contact hour per week per semester is assigned one credit. That is, a three credit hours course has 48 class hours. A faculty member is assigned to teach each of the courses. If the course is taught by more than one faculty member, then one of the members is designated as the coordinator of that course.

Entry Requirements and Admission Procedures
Eligibility
The entry requirement for a new student in BBA will be Intermediate or Higher Secondary level (10+2) or Proficiency Certificate Level (PCL), or equivalent as recognized by Pokhara University. In addition, the student must pass the entrance test conducted by the concerned college.

Documents Required
The applicant is required to submit the following documents with the application form made available by the concerned college/school by paying a predetermined fee:

- Completed and signed BBA application form
- Official transcripts from the academic institutions previously attended.

Certificates of all degrees should be photocopied and submitted with proper attestation. Enrolment is conditional upon completion of all admission formalities including payment of all fees as determined by the college. Incomplete applications shall not be processed.

Admission Procedures
A notice inviting applications for admission is publicly announced. Application forms and information brochures are provided, on request, after the payment of the prescribed fee.
The concerned college scrutinizes the application. The eligible candidates are informed to take the entrance test. The date and time for the entrance test are informed to the applicants by the concerned colleges. The college may also interview the candidates for the final selection for admission.
The candidates who are given provisional admission under special conditions are required to submit all necessary documents within a month after their regular classes begin. A student who fails to do so will have his/her admission cancelled.

Academic Schedule and Course Registration
An academic session consists of two semesters. The Fall Semester starts in September and the Spring Semester starts in March. Students are normally admitted to the program in the Fall Semester.

Students are required to register the courses by themselves from the concerned college at the beginning of each semester. Registration in absence may be allowed only in rare cases at the discretion of the principal. In normal cases, a student's nominee will not be allowed for course registration of the concerned student, but he/she may complete other formalities.

Addition and Withdrawal from the Course
A student will have the option to add or drop from the course. This can, however, be done only during the first three weeks of the semester.

A student wishing to withdraw from a course should apply on the prescribed form within one month of the start of the semester.

Attendance Requirements
A student must attend every lecture, tutorial, seminar and practical class. However, to accommodate for late registration, sickness and other contingencies, the attendance requirements will be a minimum of 80% of the classes actually held. If a student is absent in the class for more than four weeks without the permission of the concerned authority, his/her name will be removed from the college roll.

Normal and Maximum Duration of Study
The duration for the completion of the program is as follows:

- Normal duration: 4 Years (8 Semesters)
- Maximum Duration: 8 Years

A full-time student has to take a minimum of 12 credits.

Evaluation System
A student's academic performance in a course is evaluated in two phases:

- Internally by the concerned faculty member through quizzes, tutorials, lab works, home assignments, class tests, class participation, term papers, formal internal examination etc.
- Externally by the Office of the Controller of Examinations through semester-end examinations.

A fifty percent weight is given to each internal and external evaluation (semester-end examination). A student is required to pass the internal and external evaluations independently. The final grade awarded on the basis of his/her consolidated performance in both internal and external evaluations.

A student will get NOT QUALIFIED (NQ) status in the internal evaluation if his/her performance falls below the minimum requirement. Such students will not be allowed to appear in the semester-end examination of that particular course.

Evaluation of Elective and Concentration Courses
The concerned school/college will conduct internal and semester-end examinations of the elective/concentration courses following the rules and directives of the Office of the

Controller of Examination (OCE). The school/college must properly preserve answer copies and other necessary documents of these examinations and submit these to the Office of the Dean as and when instructed. The school/college must forward final grades of students to the OCE within 3 weeks after completion of semester-end examinations and the results should not be disclosed to students till formal notification is received from the OCE. The answer sheets must be preserved in sealed bags at the respective school/college for a period of six months.

Grading System

Pokhara University follows a four-point letter grade system. The letter grades awarded to students will be as follows:

Grade	*Grade Point*	*Description*
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Good
B-	2.7	
C+	2.3	
C	2.0	Satisfactory
C-	1.7	
D+	1.3	
D	1.0	Minimum Requirement
F	0	Fail

In some rare and unusual circumstances, if a student is unable to complete all the required works for the course, he/she may be temporarily marked with an incomplete grade "I". If all the required works are not completed within the following semester, the letter "I" will be automatically converted into "F". The performance of a student is evaluated in terms of the following two indices:

- The semester grade point average (SGPA) which is the grade point average for the semester and is given by:
  SGPA = Total honor points earned in a semester/ total number of credit hours taken in a semester.
- The cumulative grade point average (CGPA) which is the grade point average for all completed semester and is given by:
  CGPA = Cumulative total honor points earned/ cumulative total number of credit hours taken.

Repeating a Course

A course may be taken only once for grade. Since passing of all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course. A student will be allowed to retake maximum of two courses to achieve a minimum CGPA of 2.0. The grade earned on the retake examination will substitute the earlier grade earned by the student in that course. A student can retake a course only when it is offered by the college/University.

Credit Transfer and Withdrawal

Up to 25% of the total credit hours of the courses completed in an equivalent program of a recognized institution may be transferred/ waived for credit on the recommendation of the

principal of the college. For the credit transfer, a student must receive a “B” or above grade in respective course. Courses taken earlier than five years from the time of transfer may not be accepted for the credit transfer. However, a student transferring from one program to another program of Pokhara University may receive a credit transfer of all the compatible courses completed with at least a “C” grade.

A student may apply for withdrawal from the entire semester only on medical grounds. The principal will examine the application for semester withdrawal, and depending on the gravity of the case, he/she will make the decision. No partial withdrawal from the courses registered in a semester will be considered.

Project Work

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, the students must prepare a report of this work in the prescribed format and submit it to the authorized person/body. The objective of these project works is to develop students’ skills in research, particularly in areas of data collection, processing, analysis, and report writing. These reports will be evaluated by the concerned authority.

Internship

Students need to do an internship as approved by the college. The purpose of internship is to provide students with the real-life, on-the-job exposure and an opportunity to apply theoretical concepts in real-life situation. Students' interest and intended area of concentration are taken into account while making the internship placement decisions.

Unfair Means

Students are strictly forbidden from adopting any unfair means in class assignments, tests, report-writing and final examination.

The following would be considered as adoption of unfair means during examination:

- Communication with fellow students for help.
- Copying from another student’s script/report/paper.
- Copying from disk, palm of hand, mobile phone, or other incriminating documents.
- Processing from any incriminating documents, whether used or not.
- Any direct or indirect approach to influence teacher for the grade.
- Unruly behavior which disrupts academic program.

If the instructor detects a student using unfair means, the student may be given an ‘F’ at the discretion of the Examination Board. Adoption of unfair means may further result in the expulsion of the student from the program, college and the University as well.

Provision for Re-totaling and Rechecking

Students may apply for re-totaling or rechecking of their grades as per the University rules.

Dismissal from the Program

A student must obtain 2.0 CGPA at the undergraduate level. If his/her performance in the past semesters does not show the possibility of maintaining this CGPA, he/she may be dismissed from the program.

Degree Requirements

For graduation a student should:

- earn at least a ‘D’ grade in each course as specified in the grading system section,
- complete the internship with ‘Pass’ grade,
- complete all the courses, project work and internship as specified in the curricular structure, section within the maximum time period mentioned in the duration of study section,
- maintain at least 2 CGPA.

Distinction and Dean’s List

A student who obtains 3.6 CGPA or above will receive the BBA degree with distinction. The Dean’s list recognizes outstanding academic performances in the FMS. To qualify, a student must have 3.7 CGPA or above.

CURRICULUM STRUCTURE

Foundation Courses		**(39 Credit Hours)**
ENG 101	English I	3
ENG 102	English II	3
MTH 101	Business Mathematics I	3
MTH 102	Business Mathematics II	3
STT 101	Business Statistics	3
STT 201	Data Analysis and Modeling	3
ECO 101	Introductory Microeconomics	3
ECO 201	Introductory Macroeconomics	3
SOC 101	Fundamentals of Sociology	3
PSY 101	General Psychology	3
ENG 201	Business Communication I	3
ENG 202	Business Communication II	3
MIS 101	Computer and IT Applications	3

Core Courses		**(57 Credit Hours)**
MGT 111	Principles of Management	3
LAW 291	Legal Aspects of Business and Technology	3
MIS 201	Introduction to Management Information Systems	3
MGT 211	Fundamentals of Organizational Behaviour	3
ACC 121	Financial Accounting I	3
ACC 122	Financial Accounting II	3
ACC 221	Basics of Managerial Accounting	3
FIN 131	Essentials of Finance	3
FIN 231	Financial Management	3
RCH 311	Business Research Methods	3
MKT 241	Principles of Marketing	3
MGT 311	Fundamentals of Operations Management	3
MGT 314	Management of Human Resources	3
MGT 313	Introduction to International Business	3
MGT 312	Fundamentals of Entrepreneurship	3
MIS 301	Essentials of e-Business	3
MGT 212	Business and Society	3
MGT 411	Business Environment in Nepal	3
MGT 412	Strategic Management	3

Concentration		**(12 Credit Hours)**
Accounting		
ACC 421	Taxation	3
ACC 422	Auditing	3
ACC 423	Advanced Management Accounting	3
ACC 424	Accounting Information System	3
ACC 425	Accounting Reports and Financial Statement Analysis	3
ACC 426	Special Topics in Accounting	3
Marketing		
MKT 441	Consumer Behaviour	3

MKT	442	Advertising and Sales Promotion	3
MKT	443	Sales Management	3
MKT	444	Retail Marketing	3
MKT	445	Service Marketing	3
MKT	446	Foreign Trade Management	3

Finance

FIN	431	Corporate Finance	3
FIN	432	Microfinance	3
FIN	433	Investment Management	3
FIN	434	Bank Operations and Management	3
FIN	435	Risk Management and Insurance	3
FIN	436	Fundamentals of Financial Derivatives	3
FIN	437	Financial Institutions and Markets	3

Human Resource

HRM	451	Labour-Management Relations	3
HRM	452	Contemporary Issues in HRM	3
HRM	453	Compensation and Benefits Management	3
HRM	454	Negotiation and Conflict Management	3
HRM	455	Performance Appraisal	3
HRM	456	Human Resource Development	3

Small Business and Entrepreneurship

SBE	461	Small Business Entrepreneurship	3
SBE	462	Small Business Finance	3
SBE	463	Rural Marketing	3
SBE	464	Retail Management	3
SBE	465	Social Entrepreneurship	3
SBE	466	Venture Ideas and Models	3

Electives **(6 Credit Hours)**

(Any TWO courses from the following list)

The courses offered in this area are basically of non-business nature. These are offered to widen the knowledge base of students in social and development issues. A college can also develop and offer any other non-business elective courses with the prior approval of the Subject Committee and the Dean.

NBE	391	Society and Politics	3
NBE	392	Basic Econometrics	3
NBE	393	Social Ecology and Environment	3
NBE	394	Media and Public Relations	3
NBE	395	Energy and Sustainable Development	3
NBE	396	Management of Technology	3
NBE	397	Population Dynamics and Development Challenges	3
NBE	398	Critical Thinking and Problem Solving	3

Project Work and Internship **(6 Credit Hours)**

PRJ	491	Project Work	(3 Credit Hours)
INT	391	Internship	(3 Credit Hours)

Pokhara University
BBA Program
CURRICULAR STRUCTURE AND COURSE CYCLE

Semester I			Semester II		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
ENG 101	English I	3	ENG 102	English II	3
MTH 101	Business Mathematics I	3	MTH 102	Business Mathematics II	3
ACC 121	Financial Accounting I	3	ACC 122	Financial Accounting II	3
MGT 111	Principles of Management	3	PSY 101	General Psychology	3
MIS 101	Computer and IT Applications	3	ECO 101	Introductory Microeconomics	3
		15			**15**

Semester III			Semester IV		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
ENG 201	Business Communication I	3	ENG 202	Business Communication II	3
STT 101	Business Statistics	3	STT 201	Data Analysis and Modeling	3
FIN 131	Essentials of Finance	3	MGT 211	Fundamentals of Organizational Behaviour	3
SOC 101	Fundamentals of Sociology	3	MKT 241	Principles of Marketing	3
ECO 201	Introductory Macroeconomics	3	FIN 231	Financial Management	3
		15			**15**

Semester V			Semester VI		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
ACC 221	Basics of Managerial Accounting	3	MIS 201	Introduction to Management Information Systems	3
RCH 311	Business Research Methods	3	LAW 291	Legal Aspects of Business and Technology	3
MGT 314	Management of Human Resources	3	MGT 212	Business and Society	3
MGT 311	Fundamentals of Operations Management	3	PRJ 491	Project Work	3
	Concentration I	3		Concentration II	3
		15			**15**

Semester VII			Semester VIII		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
MGT 411	Business Environment in Nepal	3	MGT 412	Strategic Management	3
MGT 312	Fundamentals of Entrepreneurship	3	MGT 313	Introduction to International Business	3
INT 391	Internship	3	MIS 301	Essentials of e-Business	3
	Elective I	3		Elective II	3
	Concentration III	3		Concentration IV	
		15			**15**

ENG 101 English I
BBA, First Year, First Semester

Course Description

This course comprises all aspects of the English language including speaking, pronunciation, listening, reading and writing. The focus is on improving the students to communicate clearly and effectively. The syllabus for the lessons is based on the course books, but the teacher will also use lots of other materials, including suggestions from students so the content of the class can be more useful and interesting. Students are expected to participate as much as possible, but they will work individually, in pairs and groups as well as the whole class. The teacher will correct their spoken and written errors so that they become more accurate and they will progress quickly.

General Course Objectives

The general objectives of the course will be to enable students to

- extend their vocabulary
- increase their fluency
- become more accurate
- communicate in English more easily
- understand more of the world around them

Specific Course Objectives

The specific objectives of the course will be to enable students to

- understand and use basic everyday phrases;
- introduce themselves and ask and answer questions about personal details;
- interact with a co-operative partner;
- acquire a basic repertoire of words and phrases;
- demonstrate limited grammatical control;
- mange short utterances;
- understand sentences and frequently used expressions related to immediately relevant areas;
- communicate in simple and routine tasks;
- describe in simple terms aspects of their background, immediate environment and matters of personal interest;
- use basic sentence patterns;
- use simple structures correctly; and
- read and write on general topics on different themes.

Course Content Areas

The content will include a selection of rich interdisciplinary texts of general academic interest and business texts of various genres. The key areas are as follows: personal identification; house and home, environment; daily life; free time, entertainment; weather; travel; relations with other people; health and body care; education; shopping; food and drink; services; places; cultures; science; environment; language; ancient tales, animals, television, cross-cultural bridges, anthropology, and literature.

Teaching Methods

The suggested teaching method is an eclectic mix of lectures, demonstrations, presentations, activities, and seminars. The specific methods for specific units are as suggested for teachers in the course books. Question models will be developed during the teacher orientation program and made available to the campuses.

Basic Texts

1. Grant, D., Hughes, J., & Turner, R. *Business Result: Elementary Student's Book*. Oxford: OUP (including Elementary Interactive Workbook with video).
2. Nisani, M., & Lohani, S. *Adventures in English Vol I* (3rd ed.). Kathmandu: Ekta. (including Sounds of English and Stories and Poems cassettes)

References

1. Hughes, J. *Business Result: Elementary. Teacher's Book*. Oxford: OUP (including Elementary Class DVD and Elementary Teacher Training DVD).
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP.
3. Carter, R., & McCarthy, M. *Cambridge Grammar of English*. Cambridge: CUP.

MTH 101 Business Mathematics I
BBA, First Year, First Semester

Course Objectives
The purpose of this course is to provide basic knowledge of algebra, equations and functions for business applications. The course also attempts to impart the knowledge of mathematics of finance, systems of linear equations and matrices to handle various problems related to business and economics.

Course Description
This course covers basic arithmetic and algebraic skills, applications of sets, properties of real numbers; polynomial, logarithmic and exponential equations and functions and their applications in business and economics. Moreover, this course covers matrices & determinants, and mathematics of finance.

Course Outcomes
By the end of this course, students should be able to:
- understand basic algebraic skills and their applications;
- apply different set operations to solve the related problems;
- express and solve business related problems by using equations and inequalities;
- understand the concept of function and visualize the graphs of various types of functions;
- understand the time value of money and solve the problems related to appreciation, depreciation, annuities; and
- apply matrix operations to solve the problems related to business and economics.

Course Contents

Unit I: Basic Algebraic Concepts 10 hours
Integral Exponents, Radicals and Rational Exponents, Operations with Algebraic Expressions, Factoring, Algebraic Fractions, Permutation and combination, Sets, Real Numbers.

Unit II: Linear Equations and Functions 8 hours
Linear Equations and Inequalities in One Variable, Functions, Graphs, Linear Functions, Graphical Solutions of Equations, Solutions of Systems of Linear Equations (up to Three Equations in Three Variables), Applications of Functions in Business and Economics (Total Cost, Total Revenue, and Profit; Break-Even Analysis; Supply, Demand, and Market Equilibrium).

Unit III: Quadratic and Other Special Equations and Functions 6 hours
Quadratic Equations (Factoring Methods, the Quadratic Formula), Quadratic Inequalities, Quadratic Functions: Parabolas, Business Applications of Quadratic Functions (Supply, Demand, and Market Equilibrium; Break-Even Points and Maximization), Special Functions and Their Graphs, Polynomial and Rational Functions, Piecewise Defined Functions, Modeling; Fitting Curves to Data with Graphing Utilities.

Unit IV: Exponential and Logarithmic Equations and Functions 6 hours

Exponential Functions, Modeling with Exponential Functions, Logarithmic Functions and Their Properties (Logarithmic Functions and Graphs, Properties of Logarithms, Change of Base), Modeling with Logarithmic Functions, Solution of Exponential Equations, Applications of Exponential and Logarithmic Functions (Growth and Decay, Economic and Management Applications, Gompertz Curves and Logistic Functions).

Unit V: Matrices and Determinant 8 hours

Matrices, Matrix operations, Matrix equations, Determinant, Inverse of a Matrix, Cramer's Rule, Leontief Input-Output Models.

Unit VI: Mathematics of Finance 10 hours

Simple Interest (Simple Interest, Arithmetic Sequences), Compound Interest (Compound Interest, Geometric Sequences), Future Value of Annuities (Ordinary Annuities, Annuities Due), Present Values of Annuities (Ordinary Annuities, Annuities Due, Deferred Annuities), Loans and Amortization (Unpaid Balance of a Loan).

Basic Texts

1. Harshbarger, R. J., & Reynolds, J. J. *Mathematical Applications for the Management, Life, and Social Sciences.* USA: Brooks Cole.
2. Budnick, F. S. *Applied Mathematics for Business, Economics and the Social Sciences*. New Delhi: Tata McGraw-Hill.

References

1. Haeussler, E. F., Paul, R. S., & Wood, R. J. *Introductory Mathematical Analysis for Business, Economics and the life and Social Sciences.* New Delhi: Prentice Hall.
2. Shrestha, K. K., & Thagurathi, R. K. *Applied Mathematics.* Kathmandu: Buddha Academic Enterprises.

ACC 121 Financial Accounting I
BBA, First Year, First Semester

Course Objectives
The aim of this course is to provide students with an understanding of the basic concepts, principles, procedures and techniques underlying the accounting process and make them able to prepare financial statements of an organization.

Course Description
The course will cover the nature, scope and function of accounting; basic fundamental concepts and generally accepted accounting principles and practices; the accounting cycle; journalizing adjusting entries, preparation of financial statements; accounting for cash and cash equivalent transaction. The course will also include computer-based project work / case studies.

Course Outcomes
By the end of this course, students should be able to:
- understand accounting concepts, GAAP and accounting standards, and their role;
- introduce the legal and practical aspects of financial reporting with its components and characteristics;
- identify the difference between accrual and cash basis accounting, and carry out adjusting entries;
- prepare financial statements i.e. income statement, balance sheet and cash flow statement;
- explain cash and cash equivalents and prepare bank reconciliation statement;
- appreciate the role of accounting software applications play in gathering, recording, reporting and interpreting financial accounting information; and
- use computers to record and process business transactions.

Course Contents

Unit I: The Conceptual Foundation of Accounting 7 hours
Accounting as a language of business, forms of business organizations, types of activities performed by business organization; Users of accounting information: internal and external; Qualitative characteristics of accounting information; The accounting profession, role and activities of an accountant; The accounting framework - basic accounting assumptions, concepts, GAAP, definitions and terminology, Accounting information system in modern business organizations; Use of computers in accounting process.

Unit II: Basics of Corporate Reporting 5 hours
Legal requirements of accounting, provisions of Company Act relating to accounting, introduction to accounting standards (IFRS and NAS), annual report, major components, basic components of financial statements, basic financial statements: Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Accounting Policies and Notes, Introduction to audit, Legal provisions regarding audit of accounts in Nepal.

Unit III: Processing and Recording Business Transactions 6 hours

The Basis for Recording Transactions: Sources of accounting information, External and internal events; Accounting transaction, the accounting equation and analysis of transactions, the role of source documents.

The Double Entry System: Debits and credits and its rules; The journals; T account; General ledger; Normal account balances; Objectives and preparation of trail balance; Use of excel in processing business transaction.

Unit IV: Accrual Accounting and Adjustments 12 hours

Adjusting Entries: The revenue recognition principle, matching principle; Cash verses accrual basis of accounting, The need for adjusting entries; Types of adjusting entries; Journalizing adjusting entries; Effects of failing to prepare adjusting entries, Preparation of adjusted trial balance.

Worksheet and Accounting Cycle: Preparation of ten and twelve column work-sheet; Preparing financial statements from the work sheet The closing process; Post-closing trail balance; Completion of accounting cycle.

Unit V: Preparation of Financial Statements 12 hours

Income Statement: Concepts and major components; revenues, cost of goods sold, gross profit, net income and retained earnings; statement of retained earnings, preparation of income statement with vertical multi-step format.

Balance Sheet: Concepts and major components; assets, liabilities and stockholders' equity; preparation of balance sheet under vertical- classified format; use of computers in preparation of income statement and balance sheet**.**

Cash Flow Statements: Cash flows and accrual accounting; purpose of the statement of cash flows; financing, investing and operating activities; formats of statement of cash flows; preparation of cash flow statement using direct method, Reconciling cash flow under operating activity using indirect method, use of computers in preparation of cash flow statement.

Unit VI: Accounting for Cash and Cash Equivalents 6 hours

Components of cash and cash equivalents; preparation of the bank reconciliation statement and the need for adjustments to accounting records; petty cash, balance sheet presentation of cash and cash equivalent, Internal control system; Cash control: receipt and disbursement.

Basic Text

Porter, G. A., & Norton, C. L. *Financial Accounting: The Impact on Decision Makers*. USA: The Dryden Press.

References

1. Hermanson, H. R., & Edwards, D. J. *Financial Accounting: A Business Perspective*. USA: Von Hoffmann Press.
2. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. *Financial Accounting.* New Delhi: Wiley India Pvt. Ltd.

3. Narayanswamy, R. *Financial Accounting: A Managerial Perspective*. New Delhi: Prentice Hall of India.
4. Koirala, M. P., Acharya, C., Sharma, L. P. B., Sharma, N., & Gautam, C. M. *Financial Accounting*. Kathmandu: Buddha Academic Enterprises.
5. Nepal Accounting Standards (NASs).
6. International Accounting Standards (IASs) / International Financial Reporting Standards (IFRSs).

MGT 111 Principles of Management
BBA, First Year, First Semester

Course Objectives
The purpose of this course is to provide students with a broad and integrative introduction to the theories and practice of management. In particular, this course focuses on the major areas of the management process: planning, organizing, leadership and control from an organizational viewpoint. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations.

Course Description
This course presents a thorough and systematic coverage of management theory and practice, and focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. Special attention is given to communication, motivation, leadership, team management, quality management, conflict management, and organizational change and development.

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

- understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management;
- demonstrate knowledge about the historical development, theoretical aspects, and emerging trends and developments in management;
- conceptualize how internal and external environment shape organizations and their responses;
- analyze organizational goals, planning systems, organizational structures, staffing practices, and conflict management strategies of an organization;
- examine the interpersonal talents a manager must develop to be effective as a leader and change agent; and
- discuss various concepts and approaches to decision making, leadership, employee motivation, management control, work group behavior, and quality management.

Course Contents

Unit I: The Nature of Management **10 hours**
Introduction to Management: Definition; Characteristics of management; Principles of management; Process and functions of management; Managerial hierarchy and levels; Managerial Skills and roles; Emerging issues and challenges for management.

Management Theories: The classical, behavioural, management science, systems, contingency, and contemporary perspectives on management.

The Environmental Context of Management: Concept; Organization-environment interface; Types and components of organizational environment; Emerging business environment in Nepal.

Unit II: Planning and Decision Making 7 hours

Organizational Goal Setting and Planning: Organizational goals – purpose and functions; The planning function – planning system, methods, types, and steps in the planning process; Concept of strategic planning - situational analysis; Tools to aid strategic planning.

Managerial Decision Making: Concept; The decision making process; Types and conditions of decision making; Group decision making; Techniques to aid decision making.

Unit III: Organizational Structure and Staffing 10 hours

Organizational Structure and Design: Principles, process, and approaches to organizing; Organizational design – major types; Departmentation; Authority, power and responsibility; Delegation and decentralization of authority; Informal organization; Emerging concepts in organizing and design.

Staffing: Concept, objectives, importance and components of staffing; Human resource management system.

Unit IV: Mobilizing Individuals and Groups 11 hours

Leadership: Concept and functions; Leadership versus management; Qualities of good leadership; Leadership traits and styles; Approaches to leadership.

Managing Work Teams: Concept, importance, types, and formation of work groups; Team management – concept, types and strategy for effective team management; Organizational conflicts – concept, types, and sources; Conflict management strategies and techniques.

Employee Motivation: Concept and types; Theories of Maslow and Herzberg; Techniques of employee motivation.

Interpersonal and Organizational Communications: Concept and purpose; Communication network and process; Communication flows; Types of communication; Barriers to effective communication; Enhancing organizational communication.

Unit V: Management Control System 5 hours

Control System: Concept, types and process; Features of effective control; Managing information for effective control; Techniques of control.

Quality Management: Concept and principles; Quality control – concept and methods; Total Quality Management – concept and techniques; Factors affecting control; Deming management; Emerging quality management issues and challenges.

Unit VI: Organizational Change and Development 5 hours

Organizational Change: Concept; Forces for change – internal and external; Need for planned change; Process of planned change; Resistance to change; Causes of resistance; Overcoming resistance to change; Implementing and monitoring the change process.

Organizational Development: Concept, objectives, key benefits, OD activities and process.

Basic Texts

1. Robbins, S. P., & DeCenzo, A. D. *Fundamentals of Management*. New Delhi: Pearson Education.
2. Griffin, R. W. *Management*. New Delhi: AITBS Publishers and Distributors.

References

1. Bateman, T. S. & Snell, S. A. *Management: Competing in the New Era*. New Delhi: Tata McGraw Hill.
2. Pant, P. R. *Principles of Management*. Kathmandu: Buddha Academic Enterprises.
3. Paudel, S. R., Pradhan, G. M., & Bhandari, K. P. *Principles of Management*. Kathmandu: Asmita Publications.
4. Weihrich, H., Cannice, M. V. & Koontz, H. *Management: A Global Perspective.* New Delhi: Tata McGraw Hill.

MIS 101 Computer and IT Applications
BBA, First Year, First Semester

Course Objectives
This course is designed to familiarize students with the usage of computer as a business and personal tool through the use of applications software. The objective of the course is to make students familiar with the basic principles of a computer system, including computer arithmetic, internal hardware, operating system, software applications, Internet and the World Wide Web.

Course Description
This course introduces students to the fundamental concepts of computers and computing including number systems, hardware, architecture, information processing, operating systems, networks (including the Internet) and office application software. Additionally, students are required to complete project work in a group of three or more, utilizing contemporary word processing, spreadsheet, presentation and database software.

Course Outcomes
By the end of this course, students should be able to:
- understand the basic computer vocabulary;
- understand the basic roles and responsibilities of the software, hardware and operating system;
- make the use of the applications; and
- locate and use sufficient and appropriate resources to learn how to apply computer application software features specifically using the software's help facility and online tutorials and reference.

Course Contents

Unit I: Computing Devices, Software and Operating System 9 hours
Computer Arithmetic, Computer System (Central Processing Unit, memory and storage systems) Applications of computer, current trends in computing, I/O devices, Network Types, Topologies and Applications Introduction, types of computer software, system management software, History of operating system, Functions of operating systems, process management, file management, memory management and security management

Unit II: Programming Language 2 hours
Introduction, Generation of programming language, Flowchart and Algorithms.

Unit III: Word Processor 6 hours
Learn to use help, Opening, creating, editing documents in different formats. Password protection, Customization of MS Word to user's requirements, Checking spelling, thesaurus and grammar, Editing, formatting and changing appearance of the page and merging documents, Importing graphics and creating drawing objects, Creating tables, Embedding and linking, Creating a hyperlink, Customizing document (e.g. bullet and numbering, header and footer, printing area, putting a picture, track change, insert table of content, index, table of authorities and other techniques), Familiarization with Macro and Mail merge.

Unit IV: Spreadsheet **12 hours**

Working with workbooks and worksheet, Entering data and selecting cells, editing worksheet data, Creating formula and using functions(Spreadsheet Formulas, IF Functions, Date and Time Functions, Lookup Functions and Formulas, Math and Trig Functions, Random and Rounding Number Functions, Logical Functions, Text and Information Functions, Count and Database Functions, Statistical Functions, Financial Function), Sheet and workbook linking, cell referencing, working with charts, creating drawing and working with pictures, validating cell entries, sorting and conditional formatting, Making decision using Excel, Pivot tables; Graphs.

Unit V Presentation **4 hours**

Fundamentals of presentation, Creating presentation slides using Microsoft power point, Different techniques of presenting slides, Arranging and sorting slides, Animation and other effects.

Unit VI: Database **5 hours**

Introduction to Data processing, File Processing, Database, Entity Relationship (E-R) diagram (Symbols), Database Management system and Relation Database Management system.

Unit VII: Internet and World Wide Web **10 hours**

Introduction, Internet Applications, Understanding World Wide Web, web browsers, using a search engine, email service, Protocols used for the internet

Basic Text

Balagurusamy, E. *Fundamentals of Computers.* New Delhi: Tata McGraw Hill.

References

1. Norton, P. *Introduction to Computers*. New Delhi: Tata McGraw Hill.
2. Dodge, M., & Stinson, C. *Excel 2010 Inside Out*. USA: MS Press.

ENG 102 English II
BBA, First Year, Second Semester

Course Description
The second semester English course is built on the first semester course and aims at developing students' language proficiency along similar lines. This course comprises all aspects of the English language including speaking, pronunciation, listening, reading and writing. The focus is on improving the students to communicate clearly and effectively. The syllabus for the lessons is based on the course books, but the teacher will also use lots of other materials, including suggestions from students so the content of the class can be more useful and interesting. Students are expected to participate as much as possible, but they will work individually, in pairs and groups as well as the whole class. The teacher will correct their spoken and written errors so that they become more accurate and they will progress quickly.

General Course Objectives
The general objectives of the course will be to enable students to

- extend their vocabulary
- increase their fluency
- become more accurate
- communicate in English more easily
- understand more of the world around them

Specific Course Objectives
The specific objectives of the course will be to enable students to

- make themselves understood in short turns;
- respond to questions and take part in simple conversation;
- link ideas together in a simple way;
- read and enjoy longer texts and write about them;
- understand the main points of clear standard input on familiar matters;
- deal with most situations likely to arise while traveling;
- produce connected texts on familiar topics;
- describe experiences and events, plans, hopes and ambitions;
- give brief reasons and explanations for opinions and plans;
- have enough language to get by in everyday situations;
- express themselves reasonably accurately;
- initiate and deal with familiar everyday interactions;
- link ideas into connected linear sequences;
- read and write on general topics on different themes.

Content Areas
The content will include a selection of rich interdisciplinary texts of general academic interest and business texts of various genres. The key areas are as follows: personal identification; house and home, environment; daily life; free time, entertainment; weather; travel; relations with other people; health and body care; education; shopping; food and drink; services; places; cultures; science; environment; language; and literature.

Teaching Method

The suggested teaching method is an eclectic mix of lectures, demonstrations, presentations, activities, and seminars. The specific methods for specific units are as suggested for teachers in the course books and teacher manual. Question models will be developed during the teacher orientation program and made available to the campuses.

Basic Texts

1. Grant, D., & Hudson, J. *Business Result: Pre-intermediate Student's Book*. Oxford: OUP, 2009. (including Pre-intermediate Interactive Workbook with video)
2. Nisani, M., & Lohani, S. *Adventures in English Vol II*.(3rd ed.). Kathmandu: Ekta 2013. (including Sounds of English and Stories and Poems cassettes)

References

1. Bartram, M. *Business Result: Pre-intermediate. Teacher's Book*. Oxford: OUP, 2009. (including Pre-intermediate Class DVD and Pre-intermediate Teacher training DVD)
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
3. Carter, R., & McCarthy, M. *Cambridge Grammar of English*. Cambridge: CUP, 2006.

MTH 102 Business Mathematics II
BBA, First Year, Second Semester

Course Objectives
The purpose of this course is to provide sound knowledge of derivatives of function of single variable as well as several variables, optimization techniques, and their applications in business and economics. The course also imparts the knowledge of integration and linear programming and their applications.

Course Description
This course covers limits and continuity of a function, derivative of a function of single variable and several variables and their applications in business and economics. It also covers optimization problems, integration and its applications. Moreover, it deals with graph of inequalities and linear programming.

Course Outcomes
By the end of this course, students should be able to:
- apply differentiation techniques to solve the related problems;
- use derivatives to determine rate measures and solve optimization problems;
- solve the problems related to definite and indefinite integrals; and
- understand the concept of linear optimization.

Course Contents

Unit I: Derivatives **10 hours**
Limit of function, Continuity and discontinuity of function, Average Rates of Change, Instantaneous Rates of Change: The Derivative, Techniques of differentiation, Derivative of: algebraic, exponential and logarithmic functions, Higher order derivatives, Applications related to rate measures.

Unit II: Applications of Derivatives **7 hours**
Concavity: Points of Inflection, Relative Maxima and Minima, Absolute Maxima and Minima, Optimization in Business and Economics (Maximizing Revenue, Minimizing Cost, Maximizing Profit, Profit in a Monopoly Market, Profit in a Competitive Market), Elasticity.

Unit III: Functions of Several Variables **8 hours**
Functions of Two or More Variables, Partial Differentiation (First-Order Partial Derivatives, Higher-Order Partial Derivatives), Applications of Partial Derivatives in Business and Economic, Differentials, Total Derivatives.

Unit IV: Optimization: Functions of Several Variables **6 hours**
Maxima and minima of functions of several variables, Discriminating monopolists, Constrained Optimization: The Method of Lagrange Multipliers.

Unit V: Integration and its Applications **10 hours**
Indefinite integrals, Techniques of integration, Definite integrals, Consumer's Surplus and Producer's Surplus, Improper integrals, Ordinary differential equations.

Unit VI: Inequalities and Linear Programming **7 hours**

Linear Inequalities in Two Variables, Linear Programming Model, Graphical Solution Method, Special Cases (infeasible solution, unbounded solution, alternative optima).

Basic Texts

1. Harshbarger, R. J., & Reynolds, J. J. *Mathematical Applications for the Management, Life, and Social Sciences***.** USA: Brooks Cole.
2. Budnick, F. S. *Applied Mathematics for Business Economics and the Social Sciences*. New Delhi: Tata McGraw Hill.

References

1. Hoffmann, L. D, & Bradley, G. L. *Calculus for Business, Economics, and the Social and Life Sciences.* New Delhi: Tata McGraw Hill.
2. Shrestha, K. K., & Thagurathi, R. K. *Applied Mathematics*. Kathmandu: Buddha Academic Enterprise.

ACC 102 Financial Accounting II

BBA, First Year, Second Semester

Course Objectives

This course aims to equip students with the knowledge and skills in accounting, reporting and analyzing different items of assets, liabilities and owners' equities. Specifically, it aims to acquaint students with the processing and reporting of major components of financial statements along with their analysis.

Course Description

This course discusses the accounting system and disclosure of major components of financial statements. Basically, it deals with recording, valuating and presenting inventory; recording, reporting and analyzing current liabilities; long term liabilities; property, plant and equipment; shareholders' equities; and analysis of financial statements.

Course Outcomes

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

- record, account, valuate and present the inventories and the cost of goods sold;
- record, report and analyze account receivables and bills receivables;
- record, report and analyze current and non-current assets and liabilities;
- record, report and analyze property, plant and equipment;
- record, report and analyze owners' equity and dividends; and
- analyze financial statements using different tools.

Course Contents

Unit I: Inventories and Cost of Goods Sold 9 hours

The nature of inventory; cost of goods sold model; perpetual and periodic inventory accounting system, inventory valuation and income measurement; inventory costing methods: FIFO, Weighted average & Specific identification; choice of a method; methods of inventory estimation; effect of inventory valuation method on the cost of goods sold; disclosure in the financial statements; Ratios relating to inventory management.

Unit II: Receivables 8 hours

Accounts receivables: Accounts receivable & notes receivables; recognizing accounts receivables, valuation of accounts receivables, methods of accounting for doubtful and uncollectible debt, balance sheet presentation.

Notes receivables: Interest bearing notes, non-interest bearing notes, presentation of the notes receivable and related aspects in the financial statements; Ratios relating to account receivables.

Unit III: Property, Plant and Equipment 8 hours

Nature of operating assets (property, plant and equipment); acquisition costs of operating assets; concepts of capital and revenue expenditure; the capitalization process; depreciation: concepts, methods and accounting (straight line method, double declining balance method and units of production method), comparison of depreciation methods, disposal of assets and

accounting for gains and losses; disclosure in the financial statements; Ratios relating to property, plant and equipment.

Unit IV: Current Liabilities 4 hours

Accounts payable; notes payable, tax payable, current portion of long term liabilities, contingent liabilities and other current liabilities; accounting procedures and balance sheet presentation; Ratios relating to current liabilities.

Unit V: Non-current Liabilities 9 hours

Bonds payable: Issuance of bonds, characteristics of bonds, factors affecting bond price, premium or discount on issuance of bonds, amortization of bond premium or discount, redemption of bonds at and before maturity, disclosure in financial statements.

Leases: Operating and financial lease; Balance sheet presentation; Ratios relating to non-current liabilities.

Unit VI: Stockholders' Equity and Dividends 10 hours

Components of the stockholders' equity section of the balance sheet; types of stocks: common and preferred, types of preferred stocks, issuance of stock, stock issued for cash and non-cash consideration and on a subscription basis, retirement of preferred stocks; accounting for treasury stock: purchase and sale, presentation in the financial statements; dividends: meaning and types of dividend-cash dividend, cash dividend for ordinary stock and preferred stock; stock dividend and stock split, disclosure in financial statements; Ratios relating to stockholders' equity and dividend.

Basic Text

Porter, G. A., & Norton, C. L. *Financial Accounting: The Impact on Decision Makers*. USA: The Dryden Press.

References

1. Hermanson, H. R. and Edwards, D. J. Financial *Accounting: A Business Perspective*. USA: Von Hoffmann Press.
2. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. *Financial Accounting.* New Delhi: Wiley India Pvt. Ltd.
3. Narayanswamy, R. *Financial Accounting: A Managerial Perspective.* New Delhi: Prentice Hall of India.
4. Koirala, M. P., Acharya, C., Sharma, L. P. B., Sharma, N., & Gautam, C. M. *Financial Accounting*. Kathmandu: Buddha Academic Enterprises.
5. Nepal Accounting Standards (NASs).
6. International Accounting Standards (IASs) / International Financial Reporting Standards (IFRSs).

PSY 101 General Psychology
BBA, First Year, Second Semester

Course Objectives
The objective of this course is to familiarize students with the basic psychological concepts and processes to understand human mind and behavior in relation to self and others. Specifically, it provides a basic understanding of psychological science of human nature. It familiarizes students on how biology, cognition and action influence the human behavior and personality of the individual. It helps to acquire the knowledge of different psychological processes and their effect on human cognition and behavior. Finally, it develops an understanding of how human behavior can be understood, shape, and applied in individual and group/social level.

Course Description
This course surveys the major concept, theories, and processes of basic psychology. It addresses the core psychological process as well as their importance on individual and social setting.

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

- know basic concepts of human psychology and the core processes related to psychology;
- have an idea of the major theories that explain human behavior and cognitive processes;
- use psychological knowledge to describe and explain human behavior in personal and social settings; and
- apply human psychology in understanding and explaining individual and social level of behavior.

Course Contents

Unit I: Introduction to Psychology as a science of Mind and Behavior 5 hours
Nature, modern history, of Psychology, common sense and psychology, similarities and differences with other social sciences; Perspectives of psychology (Biological perspective, cognitive perspective, behavioral perspective, Psychodynamic and humanistic perspective, Socio-cultural perspective and evolutionary perspective); Scientific method and psychological research

Unit II: Biological Basis of Behavior 5 hours
Importance of Biology in psychological understanding of behavior, Neurons, nervous system, structure and functions of central nervous system, Endocrine system and its importance.

Unit III: Sensation and Perception 10 hours
Sensation*:* Meaning, importance, sensory threshold, habituation and adaptation; Types of sensory experiences, structure and functions of Visual and auditory sensation, ***Perception***: definition and characteristics**;** Perceptual processes (Pathways in Brain and top-down and bottom-up processing), subliminal and extrasensory perception, Theoretical explanation of perceptual organization (Gestalt principles), Perceptual ambiguity and distortion. Social

cognition and behavior: process of social cognition, attitude, social influence, prejudice and discrimination.

Unit IV: Learning and Memory 9 hours

Learning: Nature of learning (Behavioral vs. cognitive, instinct, and complex forms of learning) Classical condition learning and its application; Operant conditioning learning and behavior modification and shaping, Cognitive learning (cognitive map, insight and observational learning). ***Memory:*** Memory phenomenon and basic processes (encoding, storage and retrieval), Models of memory; Parallel Distributed Processing Model and Information Processing Model, Retrieval (cues, recall, recognition, reconstruction, and automatic encoding); Forgetting: nature and causes of forgetting, memory and the brain, amnesia and false memories.

Unit V: Cognition (Thinking and Intelligence) 7 hours

Thinking: Definition and nature, component of thought (mental images, concepts, prototypes) and reasoning, thought and brain; Problem solving and decision making (preparation, production and judgment): obstacles in problem solving thinking and decision making; Creativity; ***Intelligence:*** nature, types, and determinants of intelligence, Intelligence tests and concept of IQ; Individual differences in intelligence.

Unit VI: Motivation, Emotion and Stress 7 hours

Motivation: Nature and characteristics of motivation, Instinct, drive-reduction approach, arousal approach, incentive approach of motivation, cognitive approach to motivation; Physiological need and motivations (Hunger and sex), Socio-psychological motivation (need for achievement and power); ***Emotion:*** nature and types and functions of emotion; James-Lange, Cannon-Bard, and Schachter-Singer theories of emotion. Emotion and Health; ***Stress:*** stressor and the cost of stress, general adaptation syndrome model, psychoneuroimmunology of stress; Coping stress, style and learned helplessness, social support;

Unit VII: Personality 5 hours

Nature and determinants of personality, Theories of personality: Freud's theory; Trait theory (Allport and Cattel's theory); Big five personality traits, evaluation; Bandura's social cognitive_theory, evaluation; Humanistic approach; Measurement of personality; Self-report; Projective tests, Behavioral assessment.

Basic Texts

1. Feldman, R. S. *Understanding Psychology.* New Delhi: Tata McGraw Hill.
2. Ciccarelli, S. K., & Meyer, C. E. *Psychology*. New Delhi: Pearson Education.

References

1. Zimbardo, P. G., Johnson, R. L., & McCann, V. *Psychology: Core concepts*. USA: Pearson Education.
2. Passer, M. W., & Smith, R. E. *Psychology: The Science of Mind and Behavior*. New York: McGraw Hill.

ECO 101 Introductory Microeconomics
BBA, First Year, Second Semester

Course Objectives
This course is designed to reinforce and expand students' understanding of the basic microeconomic theory. It aims to provide students with an introductory-level treatment of economic theory with emphasis on the technique besides the results. Besides, it helps the students to master the basic tools used by the prominent economists, and makes them able to apply these tools in a variety of contexts to set up and solve economic problems.

Course Description
The first three units of this course examine the two fundamental microeconomic topics, viz. the introduction to microeconomics, consumer theory and producer theory. Then the course focuses on market competition with the introduction of monopoly, oligopolistic and monopolistic competition. The major concentrations of this course are: supply and demand, consumer demand theory: preferences and choice, rationality assumptions, and budgetary constraints, producer theory: production and costs functions, market structure: perfect competition, monopoly, monopolistic competition, and oligopoly and distribution theory.

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

- explain basic economic terminology (as e.g. opportunity costs, marginal utility, consumer's equilibrium etc) in a comprehensive and intuitive way;
- describe and justify the main assumptions behind simple economic models as e.g. the demand and supply model, the perfect competition model, the monopoly model, etc;
- illustrate diagrammatically these models and perform policy experiments (e.g. introducing taxes);
- derive numerically economic instruments and learn how to use them in practice (e.g. price elasticity, optimum commodity purchase, profit maximization, Lerner's index etc.); and
- solve algebraically simple microeconomic models in order to determine the equilibrium economic variables, and reflect on the solutions with a critical mind.

Course Contents

Unit I: Introduction to Microeconomics 8 hours
Introduction to Economic Theory: Problem of Scarcity, Introduction to Microeconomics and Macroeconomics, Function of Microeconomic Theory, Comparative Statics and Dynamics, Positive and Normative Economics, and Fundamental Principles of Economics.

Unit II: Theory of Consumer Behavior 12 hours
Meaning and Concept of Demand, Meaning and Concept of Supply, Law of Demand and Supply, Shifts in Demand and Supply, Price Elasticity of Demand, Income Elasticity, Cross Price Elasticity and Price Elasticity of Supply, Determinants of Elasticity, Uses and Importance of Elasticity. Cardinal Approach of Utility, Consumer Equilibrium, Ordinal Approach of Utility, Indifference Curve, Marginal Rate of Substitution, Budget Line, Consumer's Equilibrium, Application of Ordinal Analysis- Separation of Substitution and Income Effect from Price Effect for Normal, Inferior and Giffen Good.

Unit III: Production and Cost **9 hours**

Short Run and Long Run Production Functions: Law of Variable Proportions, Law of Returns; Optimal Input Combination; Classification of Costs; Short Run and Long Run Cost Curves and Interrelationships. Economies of Scale: Internal and External. Revenue Curves: Optimum Size of the Firm, Factors Affecting the Optimum Size.

Unit IV: Market Structures and Pricing **9 hours**

Equilibrium of the Firm and Industry: Perfect Competition, Monopoly, Monopolistic Competition, Monopoly Power, Discriminating Monopoly, Aspects of Non-price Competition; Meaning of an Oligopolistic Behavior.

Unit V: Theory of Distribution **10 hours**

Input Price and Employment under Perfect Competition and Imperfect Competition. Demand and Supply Curve of a Firm for an Input. Input Pricing under Bilateral Monopoly. Concepts of Wage Differential, Minimum Wage and Brain Drain.

Basic Texts

1. Mankiw, N. G. *Principles of Microeconomics*, Dryden Press, Harcourt Brace College Publishers.
2. Salvatore, D. *Theory and Problems of Microeconomics Theory, Schaum's Outline Series*. New Delhi: Tata McGraw Hill.

References

1. Salvatore, D. *Principles of Microeconomics*. New Delhi: Oxford University Press.
2. Koutsoyiannis, A. *Modern Microeconomics*. London: Macmillan Education Ltd.
3. Dwivedi, D. N. *Principles of Microeconomics*. New Delhi: Pearson Education.
4. Cowell, F. A. *Microeconomics Principles and Analysis.* New Delhi: Oxford University Press.
5. Watson, D. S. & Getz, M. *Price Theory and its Uses.* New Delhi: AITBS Publishers and Distributors.

ENG 201 Business Communication I
(BBA: 3rd Semester)

Course Objectives

The objectives of the course are to

- bring the world of business into the classroom
- provide skills and strategies for different business scenarios
- help students to communicate confidently in everyday situations
- focus on key expressions and then put the new language into practice
- enable independent learning at a pace to suit each student

Course Description

This course in business English gives students the communication skills they need for immediate use at work. It helps those who need to communicate better in English at work, by teaching a range of business communication skills. It features video clips for every unit, including documentary clips, authentic interviews and dramatized scenarios showcasing business communication skills. The Interactive Workbook on the DVD-ROM will also be available online for teachers who want to be able to communicate and collaborate with students outside of class. It combines a communicative approach with authentic business material and digital multi-media, to give in-work and pre-work students relevant and immediate communication skills. A fairly detailed treatment of the theory and practice of technical communication geared to the Nepali experience is an important component of this course.

Course Contents

The contents of the course include:

- Working with words
- Business communication skills
- Speaking
- Language at work
- Case study
- Communication and technical communication
- Audience analysis
- Technical communication competencies and process
- Organization, design and graphics
- Technical writing style

Teaching Method

Video clips can be used as focal points of discussion, to develop students' listening skills, introduce new vocabulary and teach the business communication skills that students need in context. Language and skills practice can be given through activities in the Student's Book and the Workbook (available on DVD-ROM). It is suggested that student-centered activities should be encouraged with the teacher acting as a facilitator.

Basic Texts

1. Hughes, John, and Jon Naunton. *Business Result: Intermediate Student's Book*. Oxford: OUP, 2007. (containing interactive workbook with video)
2. Adhikari, Dharma, and Phanindra Upadhyaya. *Technical Communication I*. Kathmandu: Buddha, 2013.

References

1. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
2. Hughes, John. *Business Result: Intermediate Teacher's Book*. Oxford: OUP, 2008.
3. Leech, G.N., and Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.

SOC 101 Fundamentals of Sociology
(BBA: 3rd Semester)

Course Objectives

The course aims to provide students with basic sociological concepts that will help students understand various ideas on society, culture, group, organizations, etc. By knowing all these concepts, students' knowledge on organization, business and management will be enhanced and such that they will be able to apply their enriched knowledge in their future career and endeavor.

Course Description

This course presents basic ideas and foundations of sociology through an argument of various sociological variables, terms, terminology and subject matter. The course includes, besides an introduction to sociology, basic sociological ideas like society, culture, norms, values group. It comprises of social institution like religion, family, and others, which help students understand more about existing social structure. More importantly, course has tried to explain the basic sociological theories, social change and some emerging social perception, understanding on sexuality, crime and deviance. Moreover, Max Weber's theory of bureaucracy, group and group behavior, sociology theories of organization are not less important to include in the course, since they will entail a nexus between sociology and management and basic sociological tenet.

Course Outcomes

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

- know the basic ideas on the emergence of sociology, methods of study, subject matter and nature of sociology;
- exhibit the understanding on the relationship of sociology with other social sciences and business-management;
- express the knowledge on foundations of sociology like society, culture, group, norms, values, etc., along with ideas on sexuality, crime, etc;
- analyze various social institutions like family, economic institutions, religion;
- understand and evaluate basic sociological theories and it connotation to management;
- can discuss social stratification to view how societies are divided into different groups on the basis of power, prestige and property and create inequality;
- evaluate the ideas of social change and socialization.

Course Contents

Unit I: Introduction to sociology **6 hours**

Meaning of sociology; nature of sociology; subject matter of sociology; emergence of sociology and methods of sociology along with brief description on the contribution of founders of sociology; Relationship of sociology with economics, psychology, political science and business-management.

Unit II: Theoretical perspective in sociology **8 hours**

What is perspective?

Functionalism: Meaning, context, basic tenets or key assumptions: Functionalism of Emile Durkheim and Talcott Parsons (Basic ideas with criticism).
Interactionism: Meaning, context, basic tenets or key assumptions : Interactionism of George Herbert Mead and Herbert Blumer (Basic ideas and criticism).
Conflict theory: Meaning, context, basic tenets or key assumptions: Conflict theory of Karl Marx and Max Weber (basic ideas and criticism).
Post modernism: meaning, context, basic tenets or key assumptions: Post Modernism of Fredric Jameson and Jean Baudrillard (basic ideas and criticism).

Unit III: The foundations of society 14 hours
Society: Meaning, Definition, nature and types (Industrial and pre-industrial).
Culture: Meaning, definition, features and functions; types (material and non-material); sub-culture (youth, ethnic and age sub culture vis-a-vis society and organization, e.g. Consumer behavior, organizational culture)
Norms, values, status and role: meaning, definition and types; linkage to business and management
Socialization: Meaning, definition and function of socialization; agents of socialization; types of socialization (primary and secondary socialization); theories of primary socialization; personality and socialization
Group and organization: Group- meaning, definition and features; types (various types with focusing on primary and secondary groups). Organization- meaning, definition (view from founding fathers of sociology); formal and informal organization; Max Weber's Bureaucracy; sociology of organization; work and leisure; group dynamics; dynamics of social capital
Sexuality: understanding sexuality; sexual issues (pornography, teen pregnancy, prostitution and sexual violence, sexual abuse)
Crime and deviance: Meaning, definition and difference between them
Conformity and sanction: meaning and definition

Unit IV: Social stratification 7 hours
Meaning, definition and features; Functional and conflict approach to social stratification; Stratification and inequality; Class, caste, ethnicity and gender as various aspects of social stratification- Meaning, definition, features and Nepalese context.

Unit V: Social Institution 7 hours
Meaning, definition ,features, function and types (as required by subject matter): family, marriage, polity, economic institution, religion (along with dysfunction), educational institution; Conflict and functional approach to religion and education; Nepalese context.

Unit VI: Social change 6 hours
Meaning, definition and features; Factors of social change; Conflict approach to social change; Application and experiences in Nepalese society.

Basic Text
1. Horton, P. B., & Haunt, C. L. *Sociology*. New Delhi: Tata McGraw Hill.

References

1. Abraham, M. F. *Contemporary Sociology: an introduction to concepts and theories*. New Delhi: Oxford University Press.
2. Abraham, M. F. *Modern Sociological Theory: An Introduction*. New Delhi: Oxford University Press.
3. Bhandari, U. et al. *Sociology for Management*. Kathmandu: Buddha Academic Enterprises.
4. Etzioni, A. *Modern Organization*. New Delhi: Prentice Hall of India. Pvt. Ltd.
5. Haralombos, M., & Heald, R. M. *Society: Themes and Perspective*. New Delhi: Oxford University Press.
6. Inkeles, A. *What is Sociology? An Introduction to Discipline and Profession*. New Delhi: Prentice Hall of India Pvt. Ltd.
7. Macionis, J. J. *Sociology*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
8. Ritzer, G. *Modern Sociological Theory*. USA: McGraw-Hill Companies, Inc.
9. Solomon, M. R. *Consumer Behaviour: Buying, Having and Being (8th ed.)*. New Delhi: PHI Learning Pvt. Ltd.
10. Turner, J. H. *The Structure of Sociological Theory*. Jaipur: Rawat publication.

ECO 201 Introductory Macroeconomics
(BBA: 3rd Semester)

Course Objectives

This course is designed to reinforce and expand students' understanding of the basic macroeconomic theory. It aims to provide students with an introductory-level treatment of economic theory with emphasis on the technique beside the results. Besides, it helps the students to master the basic macroeconomic tools used by the prominent economists in practice, and makes them able to apply these tools in a variety of contexts to set up and solve macroeconomic problems.

Course Description

The first two units of this course examine the two fundamental macroeconomic topics, viz. national income & employment. Then the course focuses on various macroeconomic theories, viz. consumption, saving and investment functions and macroeconomic equilibrium as well as macroeconomic issues and policies viz. inflation, trade cycle and fiscal monetary policies.The major concentrations of this course are: national income and employment, consumption, saving and investment, aggregate demand and aggregate supply, determinations of macroeconomic and general equilibrium of an economy.

Course Outcomes

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

- explain basic macroeconomic terminology (as e.g. national income, aggregate demand, aggregate supply, trade cycle, inflation etc.) in a comprehensive and intuitive way;
- describe and justify the main assumptions behind simple macroeconomic models as e.g. the aggregate demand and aggregate supply model, saving investment equality model, etc;
- illustrate diagrammatically these models and perform policy experiments;
- derive numerically macroeconomic instruments and learn how to use them in practice (e.g. national income, multiplier, inflation etc.);
- solve algebraically simple macroeconomic models in order to determine the equilibrium economic variables, and reflect on the solutions with a critical mind;
- use economic intuition to explain topical policy issues (e.g. fiscal policy, monetary policy and fiscal-monetary mix).

Course Contents

Unit I: Nature and Scope of Macroeconomics **4 hours**

Meaning and Concept of macroeconomics; Basic issues in macroeconomics: unemployment, inflation, business cycles, and economic growth; Scope and importance of macroeconomics; Distinction and interdependence between microeconomics and macroeconomics.

Unit II: National Income: Concept and Measurement 10 hours

Circular Flow of Income and Expenditure: two, three and four sector economy, Meaning, definitions and various concept of National income, Methods of computing/measuring National income, Difficulties in the measurement of National income, Importance of National income analysis.

Unit III: Theories of Employment 5 hours

Classical theory of employment and output, Summary of the classical model (including Say's law and Quantity theory of money), Principle of Effective Demand: Aggregate demand price, Aggregate supply price, Determination of effective demand, Importance of effective demand, Repudiation of Say's law and Full Employment Theory.

Unit IV: Consumption Function, Saving Function and Investment Functions 7 hours

Meaning of consumption function, Keynes's psychological law of consumption, Concept of MPC and APC, Determinants of the consumption function, Measures to raise the propensity to consume, Saving function, Meaning of capital and investment, Types of investment, Determinants of investment, Marginal Efficiency of Capital (MEC), Marginal Efficiency of Investment (MEI); Relation between MEC and the MEI.

Unit V: Macro-Economic Equilibrium 12 hours

Meaning and concepts goods market, Determination of equilibrium level of income in two-, three- and four- sector economy (Goods market equilibrium) with aggregate expenditure and aggregate output, Equilibrium with saving and investment, Concept of multiplier, Determination of multiplier in two-, three- and four-sector economy, Leakages of multiplier, Importance of multiplier. IS and LM Function: General Equilibrium of Product and Money Markets, The product (goods) market, Deriving the IS Curve, The money market, Deriving the LM Curve, Shift in the IS and LM functions, Changes in general equilibrium, Simultaneous shift in the IS and LM function, Derivation of aggregate demand curve (AD), Derivation of aggregate supply curve (AS), Equilibrium with AD-AS, change in macroeconomic equilibrium with shift in AD and AS.

Unit VI: Macro-Economic Phenomenon and Policies 10 hours

Inflation: Meaning and measures of inflation, inflationary gap, Causes of inflation, Effects of Inflation, The Phillips curve: The short-run relationship between unemployment and inflation, Business Cycles: Meaning of business cycles (economic fluctuations), Phases of a typical business cycle: Recovery; prosperity; recession, and depression, Counter cyclical measures, Fiscal and Monetary Policies: Objectives, tools and policy measures in developing countries.

Basic Texts

1. Mankiw, N. G. *Macroeconomics.* Dryden Press, Harcourt Brace College Publishers. (Indian Edition)
2. Samuelson, P. A. *Macroeconomics*. New Delhi: Tata McGraw Hill.

References

1. Donbush, R., Fisher, S. & Startz, R. *Macroeconomics*, New Delhi: Tata McGraw Hill.

2. Salvatore, D. *Macroeconomics*. New Delhi: Oxford University Press.
3. Jhingan, M. L. *Macroeconomics.* New Delhi: Vrinda Publications.
4. Dwivedi, D. N. *Macroeconomics: Theory and Policy* . New Delhi: Tata McGraw Hill

SIT 101 Business Statistics
(BBA: 3rd Semester)

Course Objectives
The aim of the course is to develop competency and ability to use statistical techniques in conducting research and project work. The emphasis of the course is more on interpretation of results and understanding of the strengths and limitations of different statistical measures.

Course Description
This course has a business focus. The course covers fundamentals of descriptive and inferential statistical techniques. The contents include data summaries and descriptive statistics; introduction to a statistical computer package; Probability: distributions, expectation, variance, covariance, statistical inference of univariate and bivariate data for hypothesis testing.

Course Outcomes
By the end of this course students would be able to

- understand and use the descriptive and inferential statistical tools used in business decision making ,
- select an appropriate graph to describe a distribution,
- calculate and interpret the shape, center and spread of a distribution,
- understand the problem of inference when working with the results from random samples, and
- analyze the data using excel.

Course Contents

Unit I: Introduction **5 hours**
Basic concepts of statistics, Terminologies associated with statistics such as populations and samples, Variables (Dependent and independent only) , Types and sources of data , Descriptive and inferential statistics, Data processing (editing and coding), Applications of statistics in business and management.

Unit II: Describing Data: Graphs and Tables **6 hours**
Data array, Stem and leaf Display, Frequency tables, Histograms, Polygon, Cumulative Polygon, Scatter plots, Simple Bar and Pie charts, Cross tabulation

Unit III: Describing Data: Summary Measures **10 hours**
Central Location: Mean, Median and Mode
Non Central Location: Quartiles, Deciles and Percentiles
Dispersion: Range, Interquartile range, Variance, Standard deviation, Coefficient of variation, Index for qualitative variation (IQV)
Shape: Crude measure (comparison of mean, median, and mode), Five number summary,Box plot
Inequality Measure: Gini concentration ratio

Unit IV: Basics of Probability Theory **5 hours**

Basic concepts, Counting rule, Objective and subjective probability, Marginal and joint probability, Addition rule, Conditional probability, Multiplication rules, Bayes' theorem

Unit V: Probability Distributions **10 hours**

Discrete probability distribution (Binomial and Poisson distribution and mean and standard deviation of their distributions), Continuous probability distribution: Normal distribution, Normal approximation of Binomial and Poisson distribution

Unit VI: Estimation and Hypothesis Testing **12 hours**

Concept of estimation, Confidence intervals, confidence intervals for means and proportions (one sample case only), Test of significance, p-value approach to hypothesis testing, connection between confidence intervals and hypothesis testing, comparing two means (two sample z and t-test procedures), and comparing two proportions.

Basic Texts

1. Davis, G., & Pecar, B. *Business Statistics using Excel*. New Delhi: Oxford University Press
2. Berenson, M. L. & David M. L. *Basic Business Statistics: Concepts and Applications.* Upper Saddle River, New Jersey: Pearson Prentice Hall of USA.

References

1. Levin, R. I., & David S. R. *Statistics for Management.* New Delhi: Prentice Hall of India
2. Allbright, S. C., Winston, W., & Zappe, C. J. *Data Analysis and Decision Making with Microsoft Excel.* Pacific Grove: Duxubury Press.
3. Argyrous, G. *Statistics for Research with a Guide to SPSS* . New Delhi: Sage South India Edition
4. Whigham, D. *Business Data Analysis using Excel*. New Delhi: Oxford University Press

FIN 131 Essentials of Finance
(BBA: 3rd Semester)

Course Objectives

This course aims to provide students with an understanding of fundamental concepts of business finance. It will lay the foundation in students for their specialization in finance and equip them adequately to undertake financial analysis and decisions.

Course Description

The course provides students opportunity to understand fundamental concepts of business finance and their application in financial decisions in business. This course focuses on the fundamentals of business finance, especially, introduction to finance, financial statement analysis, financial environment, fundamentals of risk and return, time value of money, cost of capital, bond valuation, stock valuation, and investment decision. Through lectures, readings and case studies students learn essentials of business finance and acquire skills for financial decision making.

Course Outcomes

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

- understand fundamental nature of business finance;
- understand the financial environment and its implication in financial decisions;
- interpret the financial statements and carry out financial analysis of a corporation;
- understand the concept of risk and return, and measure them for individual assets and portfolio of assets;
- understand the concept of time value of money, gain the skill of computation, and apply them in solving business problems involving time value of money;
- compute yields on securities and value them;
- conceptualize component cost, overall cost and marginal cost of capital, and gain the skill on the calculation of these costs; and
- understand the basics of investment decision and gain the fundamental skills of making investment decision.

Course Contents

Unit 1: Introduction **4 hours**

Meaning of finance; Basic areas of finance; Finance functions; Finance in the organization structure of a firm; Forms of business organizations; The goals of financial management; Relationship with other functional departments; Career in finance.

Unit 2: The Financial Environment: Markets, Institutions, Interest Rates and Taxes **5 hours**

Financial markets: concept and types; Financial institutions: concept, role in funds transfer, and types; Interest rates: level of interest rate, determinants of market interest rates, the term structure of interest rate and yield curve; Taxes: corporate tax, marginal tax and average tax.

Unit 3: Financial Statement Analysis **6 hours**

Financial statements: balance sheet, income statement and cash flows statement; Modifying financial data for managerial decisions: net cash flows, operating assets and operating capital, net operating profit, free cash flows, market value added and economic value added; Financial analysis: types of ratios, Du-Pont identity, use and limitation of ratio analysis; Common-size financial statements.

Unit 4: Risk and Return **6 hours**

Concept and measurement of return: rupee return, percentage return, average return, expected of return, required rate of return, nominal and real rate of return; Concept and measurement of risk: concept, types and measures of risk; Portfolio risk and return: concept of portfolio, portfolio risk and portfolio return, calculation of portfolio risk and return; Capital assets pricing model: estimation of required rate of return, the security market line.

Unit 5: Time Value of Money **5 hours**

Future value and compounding: single period and multiple period, compound interest; Present value and discounting: single period and multiple period; Present value versus future value; Determining the discount rate; Finding the number of periods; Future value and present values of multiple cash flows; Present value for annuity; Annuity payments; Finding the number of payments; Finding the rate; Future value for annuity; Annuities due; Perpetuities: present value of perpetuity; The compounding rates: the effect of compounding periods; Effective annual rate and annual percentage rate; Amortization of loan.

Unit 6: Bond and Stock Valuation **8 hours**

Concept and features of bond; Bond valuation: perpetual bond, zero coupon bond, coupon bond with a finite maturity, bond valuation with semi-annual interest; Discount and premium bond; and Bond yields: rate of return, current yield and capital gain yield, yield to maturity, Yield on call.

Features of common stock; Cash flows from common stock; Stock valuation for definite holding period; Valuation of stock for indefinite holding period: zero growth, constant growth and non-constant growth; Features of preferred stock; Valuation of preferred stock.

Unit 7: Cost of Capital **4 hours**

Concept and uses of cost of capital; Cost of equity: the dividend growth model approach, the SML approach; Cost of debt and preferred stock; the weighted average cost of capital: the capital structure weight; and marginal cost of capital.

Unit 8: Capital Investment Decisions **10 hours**

Concept of investment decisions; Generating investment project proposal; Process of capital budgeting decision; Classification of capital projects; Project cash flows: relevant cash flows, the stand-alone principle; Incremental cash flows: sunk cost, opportunity cost, net working capital, financing costs and other issues; Investment criteria: net present value, the payback rules, discounted payback period, the average accounting rate of return, the internal rate of return, and profitability Index.

Basic Texts

1. Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Fundamentals of Corporate Finance*. New Delhi: Tata McGraw-Hill.
2. Brigham, E. F., & Ehrhardt, M. C. *Financial Management: Theory and Practice*. Delhi: Clengage Learning.

References

1. Brealey, R. A., Myers S. C., Alen, F., & Mohanty, P. *Principles of Corporate Finance*. New Delhi: McGraw-Hill Education (India).
2. Van Horne, J. C., & Wachowicz, J. R. *Fundamentals of Financial Management*. New Delhi: PHI Learning.
3. Paudel, R. B., Baral, K. J., Gautam, R. R. Rana, S. B. &Dahal K. B. (2013). *Fundamentals of Financial Management.*(3rd ed) Kathmandu: Asmita Book Publishers and Distributors.
4. Pradhan, R. S. (2014). Financial Management. (5th ed) Kathmandu: Buddha Education Publishers.

ENG 202 Business Communication II
(BBA: 4th Semester)

Course Objectives

The objectives of the course are to

- bring the world of business into the classroom
- provide skills and strategies for different business scenarios
- help students to communicate confidently in everyday situations
- focus on key expressions and then put the new language into practice
- enable independent learning at a pace to suit each student

Course Description

Business Communication II consolidates and expands the skills and methods presented in Business Communication I. This business English course (ENG 105) gives students the communication skills they need for immediate use at work. It helps those who need to communicate better in English at work, by teaching a range of business communication skills. It features video clips, including documentary clips, authentic interviews and dramatized scenarios showcasing business communication skills. It combines a communicative approach with authentic business material and digital multi-media, to give in-work and pre-work students relevant and immediate communication skills. A fairly detailed treatment of the theory and practice of technical communication geared to the Nepali experience is an important component of this course.

Course Contents

The contents of the course include:

- working with words
- business communication skills
- speaking
- language at work
- case study
- Personal or career portfolio
- Correspondence
- Technical Applications
- Reports, minutes & assessments
- Proposals, grants & contract documents
- Oral presentations and webinars
- Research, project work & technical writing
- Legal, ethical and cultural issues

Teaching Method

Video clips can be used as focal points of discussion, to develop students' listening skills, introduce new vocabulary and teach the business communication skills that students need in context. Language and skills practice can be given through activities in the Student's Book and

the Workbook (available on DVD-ROM). It is suggested that student-centered activities should be encouraged with the teacher acting as a facilitator.

Basic Texts

1. Duckworth, Michael, and Rebecca Turner. *Business Result: Upper-intermediate Student's Book*. Oxford: OUP, 2008. (containing interactive workbook with video)
2. Adhikari, Dharma, and Phanindra Upadhyaya. *Technical Communication II.* Kathmandu: Buddha Publishers.

References

1. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
2. Hughes, John. *Business Result: Upper-intermediate Teacher's Book.* Oxford: OUP, 2008.
3. Leech, G. N., & Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.

MGT 211 Fundamentals of Organizational Behaviour
(BBA: 4th Semester)

Course Objectives

Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness. The goal of this course is, therefore, to help students develop a conceptual understanding of OB theories and to provide them with skills to put those ideas and theories into practice.

Course Description

Students are first exposed to fundamentals of organizational behavior such as working with people, the nature of organizations, communication, leadership, and motivation of people. They will thenbe provided with the knowledge and skills to deal with group behavior, leadership, communication, conflict management, and organizational development issues. The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behaviourial phenomena among these levels.

Course Outcomes

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

- explain the determinants of behavior and the emerging concepts in organizational behaviour;
- understand the importance of organizational behavior in managerial functions;
- understand the definition and concepts of behavior, group and teams, organizational structure, employee motivation, organizational communication, leadership, conflict and stress, organizational change and development;
- form an appreciation of the complexities and uncertainties of organizational behaviour by examining managerial roles;
- demonstrate clear understanding of the concepts and established theories relating to organizational behavior;
- explain and evaluate the key assumptions on which behaviour in organizations is managed and assess the effects of these ideas on employee attitudes and actions.

Course Contents

Unit I: Introduction to Organizational Behaviour 5 hours

Concept and significance, OB system; basic assumptions, levels of OB analysis, contributing disciplines, emerging trends and challenges in OB, determinants of behaviour – beliefs, attitudes, values, emotions and behaviour.

Unit II: Perception, Personality and Learning 10 hours

Perceptual process, factors influencing perception, perception and individual decision making; Learning – concept and significance of learning, factors influencing learning, major models of

learning – classical conditioning, operant conditioning, cognitive learning and social learning; Behaviour modification; Personality – concept, types, determinants, individual differences, personality attributes influencing behavior.

Unit III: Organization Structure, Group Dynamics and Team Development 8 hours
Organization - foundations of organization structure, job design; Human factors in organizing; Organizational Culture - meaning, importance and characteristics of organization culture. Group dynamics – definition and importance, types of groups, group formation, group development, group composition; Work teams – types, team performance factors, building effective work teams, group decision making, issues in managing work teams.

Unit IV: Motivation and Leadership 10 hours
Motivation: process of motivation, theories of motivation – need hierarchy theory, two factor theory, ERG theory, expectancy theory, equity theory; Leadership - concept; Leadership styles; Leadership theories – trait theory, behavioural theory, Fielder's contingency theory, Managerial Grid, Path-Goal theory; Emerging issues in motivation and leadership.

Unit V: Organizational Conflict and Stress 5 hours
Concept, sources, patterns, levels, and types of conflict; traditional and modern approaches to conflict management, functional and dysfunctional organizational conflicts, resolution of organizational conflicts; Organizational Stress – concept, causes, consequences, managing stress.

Unit VI: Interpersonal and Organizational Communication 5 hours
Concept of two-way communication, communication process, barriers to effective communication, types of organizational communication, improving communication, transactional analysis in communication.

Unit VII: Organizational Change and Development 5 hours
Concept, need for change, resistance to change, theories of planned change, organizational diagnosis; OD intervention; Learning organizations – concept, characteristics and model of learning organization.

Basic Texts

1. Robbins, Stephen P. *Organizational Behaviour*, Prentice Hall, New Delhi.
2. McShane, S. L., M. A. V. Glinow and R.R. Sharma, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
3. King, Daniel & Lawley, Scott, *Organizational Behaviour*, Oxford University Press.

References

1. Adhikari, D. R. *Organizational Behaviour*, Buddha Publications, Kathmandu.
2. Acharya, B. S. *Organizational Behaviour*, Asmita, Kathmandu.
3. Arnold, H. J. and D. C. Feldman, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
4. Newstrom, John W. and Keith Davis. *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.

5. Luthans, Fred. *Organization Behaviour*, Tata McGraw-Hill, New Delhi.
6. Bhattacharya, D. K. *Organizational Behaviour*. Oxford University Press, New Delhi.

MKT 241 Principles of Marketing
(BBA: 4th Semester)

Course Objectives
This is the foundation course on marketing. It aims to build students' understanding of the marketing process and principles. Through this course, students also acquire skills to design marketing strategies of SMEs.

Course Description
This course focuses on operation of the marketing function in a dynamic and competitive environment. It deals comprehensively on issues of emerging marketing practices and challenges, the dynamics of the marketplace, and designing of marketing mix. The course includes topics that help students to understand marketing process and environment, information systems and buyer behavior, segmentation, targeting, and positioning strategies, and strategies related to marketing mix variables.

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

- describe the tasks of marketing management in the modern organizations;
- understand the development of the marketing philosophies and their relevance in the contemporary business world;
- identify the challenges faced by marketers in the 21st century;
- identify the micro and macro environmental forces that determine the success of marketing efforts;
- examine the role of marketing information system in designing marketing strategies;
- understand the buying process and influencing factors related to individual consumer and organizations;
- design basic strategies related to market segmentation, targeting, and product positioning;
- analyze the strategies related to marketing mix variables.

Course Contents

Unit I: Marketing and Marketing Environment 12 hours
Introduction to Marketing and Marketing Management: Meaning of marketing; Evolution of the Marketing philosophies (marketing concepts); Basic principles of the marketing concept and holistic marketing concept. Meaning and tasks of marketing management.

Marketing in the Contemporary World: Marketing challenges of the 21st century and firms' responses to the challenges; Concept, relevance and practices of relationship marketing, green marketing, e-marketing, pyramid (C2C) marketing and rural marketing.

Marketing Mix: Components of the marketing mix for products and services.

Marketing Environment: Meaning and scope of marketing environment; Micro environment variables, and Macro environment variables; Reactive and proactive marketing. Marketing environment in Nepal.

Unit II: Marketing Information System and Buyer Behavior 10 hours

Marketing Information System: Concept and relevance; Components of the marketing information system; Marketing research areas and process.

Buyer Behavior: Organizational buyer behavior – Buying process and influencing factors. Consumer behavior – buying process and influencing factors. Consumer movement and consumer protection.

Unit III: Segmentation, Targeting and Positioning Strategies 4 hours

Segmentation: Concept, process and requirements; levels of segmentation; bases for segmenting consumer and organizational markets.

Targeting: Segment evaluation, analysis and selection.

Positioning: Concept and types of positioning; product positioning process.

Unit IV: Product, Pricing, Distribution and Promotion Strategies 22 hours

Product: Concept and levels of the product; product classifications; Product life cycle stages and strategies; New product development process; Branding strategies – branding objectives, types of brand, and concept of brand equity; Packaging: functions and levels of packaging; essentials of a good package; Product line and mix strategies; Service product strategies: service marketing concept, characteristics of services and marketing strategies; management of people, physical evidences, and process.

Pricing: Concept of price and pricing; Importance of pricing; Internal and external price factors; Pricing approaches – cost-based, demand-based, value-based and competition-based approaches; New product pricing; price lining, price adjustments, initiating and responding to price changes.

Distribution: Concept and objectives; Channel functions; Channel designs for consumer and industrial products; Channel selection factors; Channel conflicts and their resolution. Marketing logistics: Concept, nature and objectives; major logistics functions – transportation, warehousing, inventory management, order processing, and customer services decisions.

Promotion: Concept; Marketing communication process and systems; promotion mix components; promotion mix determination factors. Advertising: Nature and objectives; Advertising budgeting approaches; Adverting message design factors; Advertising media selection factors. Personal Selling: Nature and relevance of personal selling; Types of personal selling. Sales Promotions: Nature and objectives; Sales promotion tools and techniques. Public Relations: Nature and objectives; tools of public relations. Direct marketing: Concept and relevance; Methods of direct marketing.

Basic Texts

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsan ulHaque. *Principles of Marketing: South Asian Perspective.* New Delhi: Prentice Hall of India.
2. Baines, Paul, Chris Fill and Kelly Page. *Essentials of Marketing.* New Delhi: Oxford University Press.

References

1. Koirala, K. D. *Principles of Marketing*: Kathmandu: Buddha Academic Publications.
2. Kamarulzaman, Yusniza and NorKhalidah Abu. *Principles of Marketing*: New Delhi: Oxford University Press.

STT 201 Data Analysis and Modeling
(BBA: 4th Semester)

Course Objectives

This course aims to acquaint students with major statistical and quantitative tools used in modeling and analysis of business decision involving alternative choices.

Course Description

The component of the course includes regression analysis and models, time series analysis, and forecasting, linear programming models and applications, transportation and assignment models, network models.

Course Outcomes

By the end of this course students would be able to

- calculate and interpret the meaning of correlation coefficient to measure the strength of relationship between two numerical variables;
- calculate and interpret the meaning coefficient of determination to measure the predictive power of the simple as well as multiple regression,
- forecast the future values using various models; and
- optimize the resources in the business decision making process.

Course Contents

Unit I Simple Correlation and Regression Models:
Measuring and Predicting Relationships 8 hours

Correlation: Meaning, Scatter plot, Karl Pearson correlation coefficient, Test of correlation coefficient.

Simple Linear Regression: Predicting of One Variable from Another

Statistical model, Least square regression- assumptions, Standard error of estimate, Coefficient of determination, Residual Analysis, Testing of regression coefficient.

Unit II Multiple Regression Models:
Predicting One Factor from Several Others 8 hours

Multiple regression model, Standard error of estimate, Coefficient of determination, Significance of regression model, Test of significance of regression coefficients (Which variables are significant and explaining the most?), Model building, Curvilinear models, Qualitative variables, Stepwise regression, Residual analysis, Multi-colinearity.

Unit III Index Number and its Construction Models 5 hours

Introduction, Definition of index number, Uses of index number, Types of index number, Methods of constructing index number ,Base shifting, Deflation, Cost of living index.

Unit IV Time Series and Forecasting Models **10 hours**

Understanding time series analysis, Decomposition of time series, Cyclic variation, Seasonal variation, Deseasonalizing the time series data (Ratio to moving average method), Choosing the appropriate forecasting technique, Moving average, Exponential smoothing, Regression based linear and curvilinear trend models, Measures of forecast accuracy (MAD, MAPE, and MSE).

Unit V Introduction to Optimization Models **12 hours**

Review of Linear Programming Model: Problem formulation, Graphical solution, special cases, Duality in LP

Transportation Model: Initial Solution (Vogel's Approximation Method), Final Solution

Assignment Model: Optimum Solution (Hungarian Method)

Unit VI: Network Models **5 hours**

Introduction, Network Diagram, Project Evaluation and Review Technique (PERT), Probability Estimate in PERT Analysis, Critical Path Method (CPM).

Basic Texts

1. Davis, G., & Pecar, B. *Business Statistics using Excel*. New Delhi: Oxford University Press
2. Berenson, M. L. & David M. L. *Basic Business Statistics: Concepts and Applications.* Upper Saddle River, New Jersey: Pearson Prentice Hall of USA.
3. Eppen, G. D., Gould, F. J. & Schmidt, C.P. *Introductory Management Science*. New Delhi: Prentice Hall
4. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S. Gardner, Jr. Quantitative Approaches to Management. McGraw-HILL, INC.

References

1. Levin, R. I., & David S. R. *Statistics for Management*. New Delhi: Prentice Hall of India.
2. Panneerselvam, R.*Research Methodology*. New Delhi: PHI Learning Private Limited.
3. Allbright, S. C., Winston, W., & Zappe, C. J. Data Analysis and Decision Making with Microsoft Excel. Pacific Grove: Duxubury Press.
4. Argyrous, G. *Statistics for Research with a Guide to SPSS*. New Delhi: Sage South India Edition
5. Whigham, D. *Business Data Analysis using Excel*. New Delhi: Oxford University Press

FIN 231 Financial Management
(BBA: 4th Semester)

Course Objectives

This course aims to provide students with the basic understanding of important aspects of financial management and critically evaluate financial information. Students are introduced to concepts and tools that enable them to think critically about the financial opportunities and challenges faced by an organization. The course thus lays the foundation in students for further study in finance and equips them adequately to undertake financial decisions.

Course Description

This course will deal with the basics of financial management, especially, introduction to financial management, concept of capital structure, effects of leverage, elementary knowledge on theory of capital structure, dividend policy, long-term and short-term financing, working capital management, and elementary knowledge on special topics such as derivatives, financial distress, merger and acquisition. Through lectures, readings and case studies students learn fundamentals of financial management and the skills and their application in financial decision making.

Course Outcomes

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

- understand the nature of financial management;
- understand the basic concept and issues of capital structure, effect of leverage; capital structure theories, and dividend policy as a part of capital structure decision;
- identify the sources of long-term and short-term financing, short-term financing policies, and be familiar with the concept of venture capital, public offering and investment banking;
- understand the concept of working capital and working capital management, and components of working capital;
- understand the concept of derivatives, types of options, and gain the skill to calculate the value of options; and
- understand the basic concept of financial distress, merger and acquisition, and international aspect of financial management.

Course Contents

Unit 1: Introduction **5 hours**

Meaning of financial management; Financial management decisions; Financial manager's responsibilities; Value maximization goal as a financial management decision criterion; The agency relationship; Concept of corporate governance.

Unit 2: Capital Structure and Leverage **6 hours**

Concept of capital structure; Target capital structure; Business and financial risk; Break even analysis; Leverage: concept, operating leverage, financial leverage, total leverage, impact of

financial leverage; Capital structure theories: traditional approach, net income approach, net operating income approach, the Modigliani-Miller's proposition.

Unit 3: Dividend and Dividend Policy **5 hours**

Nature of dividend policy; Cash dividend and dividend payment; Factors affecting dividend policy; Establishing a dividend policy; Stock repurchase; Stock dividend, stock split and reverse split.

Unit 4: Raising Capital **6 hours**

Term loan; Bonds: meaning and features, types, bond innovation; Preferred stock: features, advantages and disadvantages; Common stock: equity account in balance sheet, Rights and privileges of common stockholders; features of common stock; Cost and benefit of debt versus equity; Methods of selling securities; Initial public offerings; Concept and functions of investment bankers; Concept of venture capital; Concept of lease financing.

Unit 5: Short-Term Financial Planning **6 hours**

Concept of short-term financial management; Tracing cash and net working capital; The operating cycle and the cash cycle; Important aspects of short-term financial policy: The size of the investment in current assets, alternative financing policies for current assets; Cash budget.

Unit 6: Short-term Financial Management **11 hours**

Float and cash Management: reasons for holding cash and understanding float; Cash management: collection, disbursement and investment; Credit and receivables: components of credit policy, terms of sales, optimal credit policy, credit analysis, collection policy; Inventory management: concept and types, inventory management techniques—ABC approach, and EOQ.

Unit 7: Introduction to Derivatives **5 hours**

Concept of derivative and underlying assets; Option: meaning, types, determinants of option value, valuation of call option and put option; Futures contract and forward contract; Warrants: meaning, features, valuation; Convertibles: meaning, Conversion ratio, conversion price and conversion value.

Unit 8: Special Topics **4 hours**

Merger and acquisition: meaning, motives, types, difference between merger and acquisitions; Financial distress: concept of financial distress, bankruptcy and liquidation.

Basic Texts

1. Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Fundamentals of Corporate Finance*. New Delhi: Tata McGraw-Hill.
2. Brealey, R. A., Myers S. C., Alen, F., & Mohanty, P. *Principles of Corporate Finance*. New Delhi: McGraw-Hill Education (India).

References

1. Brigham, E. F., & Ehrhardt, M. C. *Financial Management: Theory and Practice*. Delhi: Clengage Learning.

2. Van Horne, J. C., & Wachowicz, J. R. *Fundamentals of Financial Management*. New Delhi: PHI Learning.
3. Paudel, R. B., Baral, K. J., Gautam, R. R., & Rana, S. B. *Fundamentals of Corporate Finance*. Kathmandu: Asmita Book Publishers and Distributors.
4. Manandhar, K. D., et al. *Fundamentals of Corporate Finance*. Kathmandu: Khanal Publication.

ACC 221 Basics of Managerial Accounting
BBA, 5th Semester

Course Objectives
This course aims to provide an understanding of cost and cost behavior and develop an ability to use cost information for planning and control decision. It also emphasizes the use of accounting information for internal planning and control purposes.

Course Description
Management accounting course aids to understand the concepts, tools and techniques of management accounting functions; measuring income under different techniques for analyzing, decision-making, planning and controlling activities of an organization. It covers cost behavior, cost-volume-profit analysis, decision regarding alternative choices, pricing products and services, planning profit through budgets, controlling direct material, direct labor and factory overhead, and responsibility accounting.

Course Outcomes
By the end of this course, students will be able to:
- describe management accounting system and uses of accounting information;
- illustrate the cost –benefit and behavioral issues involved in designing an accounting system;
- construct an income statement using variable and absorption costing approach;
- demonstrate the function of budgets and performance reports in planning and control;
- apply the decision process to make business decisions;
- describe the relationship of management control systems to organizational goals.

Course Contents

Unit I: Management Accounting and its Environment 4 hours
Concept, scope and objectives of management accounting; Changing role of management accounting in a dynamic business environment; The management process and accounting; Managerial versus financial accounting; Role of management accountant in an organization; Management accounting as a career; Ethical codes of conduct for management accountants.

Unit II: Basic Cost Management and Cost Behavior 6 hours
Concept of cost; Product and period costs; Manufacturing costs and flows; Product costing in nonmanufacturing organizations; Controllable and uncontrollable costs; Opportunity costs; Differential costs; Cost drivers and cost behavior patterns, Variable cost and fixed costs; Segregation of semi-variable cost into variable and fixed cost using high low and least square method; Cost functions; Concept of cost allocation; Introduction to activity-based costing.

Unit III: Cost-Volume Relationship 9 hours
The relationship among cost, volume and profit; Break-even-point; Assumptions behind breakeven analysis; Breakeven formula derivation and significance, Profit volume graph and its usefulness, contribution margin and its interpretations; Goal setting and breakeven analysis; Multiple products and breakeven rules, cost structure and operating leverage; Use of break-even analysis in decision making.

Unit IV: Income Recognition, Measurement and Reporting 5 hours

Inventory valuation under variable and absorption-costing method; Income measurement under variable and absorption methods; Reconciliation of income under absorption and variable costing.

Unit V: Accounting for Planning and Control 12 hours

Budget and organization; Potential problems in implementation of budgets; Types of budget; Preparing the master budget; Flexible budgeting; Concept of material, labor and overhead variances.

Unit VI: Decision Making Process and Pricing 9 hours

The concept of relevant information; Make or buy, drop or continue, accept or reject a special offer and replacement of assets decision; The concept of pricing; Basic principles for pricing decision; General influences on pricing in practices; Cost plus pricing and target costing.

Unit VII: Management Control Systems and Responsibility Accounting 3 hours

Management control systems and organizational goals; Responsibility accounting and centers; Developing performance measures and monitoring and reporting results.

Basic Text

Horngren, Charles T., Gary I. Sundem, & William, O. Stratton. *Introduction to Management Accountancy*. New Delhi: Prentice- Hall of India.

References

1. Hilton, Ronald W. *Managerial Accounting.* New Delhi: Tata McGraw- Hill.
2. Jiambalvo, James. *Managerial Accounting*. Delhi: Wiley Publication.

RCH 311 Business Research Methods
BBA, 5th Semester

Course Objectives
The objective of this course is to provide students with the opportunity to learn the process of collecting, analyzing, and interpreting quantitative and qualitative data to aid managerial decision making. Students develop and practice the knowledge and skills necessary to review, apply and conduct organizational research.

Course Description
This course introduces students to a number of research methods useful for academic and professional investigations of information practices, texts and technologies. By examining the applications, strengths and major criticisms of methodologies drawn from both the qualitative and quantitative traditions, this course permits an understanding of the various decisions and steps involved in conducting research, as well as a critically informed assessment of published research. The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, and data analysis. Emphasis will also be placed on conducting and using research in an ethical manner.

Course Outcomes
At the conclusion of the course, students should be able to:

- describe the concept, process, significance, and value of scientific research;
- explain the nature of different types/methods used in management research;
- explain the research process in terms of problem statement, theoretical framework, research questions and hypothesis formulation;
- demonstrate understanding of research design: how research methodology is selected given a problem, how the data are analyzed and interpreted; how research is reported; and the implications of the findings to theory, research and practice;
- compare and contrast quantitative and qualitative research methods;
- demonstrate skill in using the library and internet resources to identify and synthesize research literature by writing a review of literature;
- demonstrate skill in describing and interpreting various statistical techniques using descriptive and inferential statistics;
- describe data collection and analysis techniques in qualitative research;
- prepare research proposals and communicate research results through writing acceptable reports which follow formatting requirements.

Course Contents

Unit I: Introduction to Research **8 hours**
The meaning of research; the nature and types of research; application of scientific thinking in research, scientific research - scientific research process, characteristics of scientific research; Emerging paradigms in research; quantitative and qualitative approaches to research; Business research – role, types and value for decision making; Ethical considerations in business research.

Unit II: Literature Review and Theoretical Framework 5 hours

Literature review - purpose and steps; searching, obtaining, and evaluating the literature, literature search through the Internet, format and guidelines for presenting the literature review; Theoretical framework – concept and format; Research and theory – deduction and induction.

Unit III: Problem Definition and Hypothesis Formulation 3 hours

Problem definition – concept and steps in problem formulation; Research questions; Hypothesis - functions and types; criteria of good hypothesis statement.

Unit IV: Research Design 10 hours

Definition; elements of a research design; Types of research design – exploratory; descriptive (developmental and case study); correlational; causal-comparative and experimental research designs; Qualitative research – concept, basic assumptions, features and design.

Unit V: Measurement, Scaling and Sampling 5 hours

Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in business research; Validity and reliability of measurement; Sampling – concept, probability and non-probability sampling; sampling and non-sampling errors.

Unit VI: Data Collection and Analysis 12 hours

Data and its types; sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews – principles and types; Sources of qualitative data – observation, participant observation, focus groups; E-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys; Getting data ready for analysis; Data processing; Presenting data in graphs and tables; Statistical analysis of data – descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data.

Unit VII: Writing Proposals and Project Reports 5 hours

Project work – concept, purpose and methods; Research proposals – functions, types and components; features of research proposal; Research report – concept, process, types and procedure for writing research reports; conventions of academic writing; components of the project report; body of the project report; Documenting sources - APA style of citation and referencing; Essentials of good research report.

Basic Texts

1. Bryman, A. and Bell, E. *Business Research Methods*. New Delhi: Oxford University Press.
2. Zikmund, W. G. *Business Research Methods*. New Delhi: Thompson.

References

1. Cooper, D. R. and Schindler, P. S. *Business Research Methods*. New Delhi: Tata McGraw Hill.
2. Pant, P. R. *Business Research Methods*. Kathmandu: Buddha Academic Enterprises.
3. Flick, U. *An Introduction to Qualitative Research*. New Delhi: Sage South Asia Edition.

4. Sekaran, U. *Research Methods for Business: A Skill Building Approach.* New Delhi: Wiley India.

MGT 314 Management of Human Resources
BBA, 5th Semester

Course Objectives
This course serves as an introduction to Human Resources Management (HRM) and its contributions to the workplace. Today's organization faces a variety of complex issues, such as globalization, demands for increased productivity, strategic planning and compliance with government legislation. In today's world, "people" provide the competitive advantage, and HR policies and practices have a significant impact on the bottom line and overall performance of an organization.

Course Description
The course will examine the evolution of HR from a primarily administrative function to a strategic partner and decision maker in the organization. Among other things, the course will look at the effective management of human capital, the importance of attracting and retaining employees, managing a diverse workforce, recognizing employee rights, and legislative requirements. The course specifically deals with the concepts and issues relating to recruitment, selection, and retention practices, evaluating performance, employee development, compensation regulations, employee relations as well as related areas.

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

- Discuss the relationship between human resource management, the organization and its internal and external environment;
- Explain the concepts and principles of HR planning, job analysis and job design and define the related terms like job description and job specification;
- Explain the recruitment and selection processes and methods;
- Explain the concept, purpose and techniques of employee training, training needs identification, management development, and career development;
- Demonstrate understanding of the performance appraisal concept and examine the techniques of measuring individual performance;
- Discuss the conceptual framework of job evaluation, compensation and rewards management and their application in organizational context;
- Explain the nature of occupational disease, health and safety programs, and responses that ensure legal compliance;
- Explain the concept of labour relations system, collective bargaining, grievance handling, disciplinary actions and industrial actions.

Course Contents

Unit I: Human Resources Management: Concept and Context 5 hours
The concept of HRM; Functions of HRM; Changing dimensions of HRM; Changing role and challenges of HRM managers; Essential skills for HR managers; Purpose and structure of HR department; HRM as a shared function; External and internal context of HRM; HRM in the Nepalese context.

Unit II: Human Resources Planning and Recruitment 10 hours

Job requirements - the role and importance of jobs; Relationship of job requirements to HRM functions; Job analysis and Job design – concepts, methods and outcomes; Human resources planning – importance, purpose and major elements of HR planning; HR inventory; Replacement and succession planning; Recruiting from within and outside the organization; Recruitment of protected classes; Electronic recruitment; Selection process; Matching people and jobs; Sources of information about job candidates; Employment interview; Employment tests; Reaching a selection decision; Issues of gender in recruitment and selection; Induction and placement.

Unit III: Training and Career Development 8 hours

Training as a system; Training as a tool for developing work culture; Designing training programs; Training needs assessment – concept and methods; Training non-managerial employees; Training managers and supervisors; Training methods; Psychological principles of learning; Evaluation of training programs; Career development - phases and objectives of career development; Management development techniques; Emerging concepts of HRD – leadership development, talent management, empowerment, mentoring; HRD practices in Nepalese organizations - career management and employee retention issues.

Unit IV: Performance Appraisal 4 hours

Concept, process and benefits of performance appraisal; Performance appraisal methods; Appraisal interviews; Factors affecting performance appraisal; PA practices in Nepalese organizations; Improving employee performance; Counseling employees with problems.

Unit V: Compensation Management 7 hours

Concept, process, methods of employee compensation; Job evaluation systems – concept and methods; Compensation structure and components; Employee benefits – incentive system, gain sharing, employee benefits and services, types of employee benefit; Incentives for management employees; Governmental regulations of compensation in Nepal – minimum wages, welfare and incentive provisions, retirement benefits; Issues in compensation management in Nepal.

Unit VI: Safety and Health at Work 4 hours

Legal requirements for safety and health; Accidents; Occupational diseases and other health issues; Sexual harassment at work; Drug and alcohol related problems; Creating a safe and healthy work environment; Emerging concepts and issues in OHS.

Unit VII: Industrial Relations and Disciplinary System 10 hours

Disciplinary policies and procedures; Types of disciplinary actions; Grievance handling methods and mechanisms; Methods of reducing complaints; Industrial relations system – concept, process and issues; Trade unions - structures, functions, and leadership; Trade union issues in Nepal; Industrial disputes – nature and types; Government regulations of labor relations; Collective bargaining process and contract administration; Trends and issues in collective bargaining in Nepal.

Basic Texts

1. DeCenzo, D. A., & Robbins, S. P. *Fundamentals of Human Resources Management*. New Delhi: Wiley India.

2. Dessler, G., & Verkkey, B. *Human Resource Management*. New Delhi: Prentice Hall of India.

References

1. Gilmore, S., & Williams, S. *Human Resource Management*. New Delhi: Oxford University Press.
2. Halder, U. K., & Sarkar, J. *Human Resource Management*. New Delhi: Oxford University Press.
3. Ivancevich, J. M. *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Adhikari, D. R. *Human Resource Management*. Kathmandu: Buddha Publications.
5. Acharya, B. S. *Introduction to Human Resource Management*: *Text, Cases and Applications*. Kathmandu: Asmita Books.
6. Agrawal, G. R. *Human Resource Management*. Kathmandu: K. K. Publications.
7. Jyothi, P., & Venkatesh, D. N. *Human Resource Management*. New Delhi: Oxford University Press.

MGT 311 Fundamentals of Operations Management
BBA, 5th Semester

Course Objectives
The objective of this course is to introduce students to the field of Operations Management (OM). It will give a survey of the main OM issues and the key concepts and tools for dealing with them.

Course Description
This course provides an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations and productivity, operations strategy, forecasting, product and process design, quality assurance, location and layout strategies, supply chain management, inventory management, operations scheduling, JIT and lean operations. The topics are integrated using a systems model of the operations of an organization.

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

- Understand and appreciate the production and operations management functions in any organization;
- Understand the importance of productivity and competitiveness to organizations;
- Understand the various production and operations design decisions;
- Explain the importance of product and service design decisions and how they relate to the overall strategies of organizations;
- Explain the importance of quality management practices to attain organizational effectiveness;
- Describe the roles of inventories and basics of managing inventories in various demand settings;
- Analyze the contemporary operations and manufacturing organizational approaches and supply-chain management activities.

Course Contents

Unit I: Introductions to Operations Management
Operations and Productivity **5 hours**
Introduction, organizing for transformation process, objectives, heritage of operations management, operations in service sector, Trends in operations management, productivity challenges, Ethics and social responsibility.
Operations Strategy **5 hours**
Global view of operations, developing missions and strategies, achieving competitive advantages through operations, strategy development and implementation.

Unit II: Designing Operations
Product and Process Design **7 hours**
Product selection, Generating new products, product development, issues for product design, service design, Process strategies, process analysis and design, product process matrix,

service process design, capacity planning, capacity considerations, demand and capacity management in services.

Quality Assurance **7 hours**

Defining quality, International quality standards, Total quality management, Tools of TQM, TQM in services, statistical process control (Statistical Control Chart, $\overline{X}$ chart, R-chart, p-chart)

Unit III: Managing Operations

Supply Chain Management **7 hours**

Strategic importance, supply chain strategies, vendor selection, logistics management, measuring supply chain performance, outsourcing, risks in outsourcing, ethical issues in outsourcing.

Inventory Management **7 hours**

Functions of inventory, types of inventory, inventory models for independent demand (deterministic model), material requirement planning, enterprise resource planning.

Operations Scheduling **6 hours**

Strategic importance, scheduling issues, loading jobs, sequencing jobs, scheduling services.

JIT and Lean Operations **4 hours**

Just-in-Time, JIT layout, JIT inventory, JIT scheduling, JIT quality, lean operations, lean operations in services.

Basic Text

Heizer J., Render, B., & Rajashekhar J. *Operations Management.* New Delhi: Pearson Education Inc.

References

1. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava S. K. *Operations Management: Process and Supply Chain.* New Delhi: Pearson Education Inc.
2. Stevenson, W. *Operations Management.* New Delhi: Tata McGraw Hill Education.
3. Gaither, N., & Gaither, F. *Operations Management.* New Delhi: Cengage Learning.

MIS 201 Introduction to Management Information System
BBA, 6th Semester

Course Objectives
The course will introduce students to comprehensive knowledge and understanding on information systems and its importance in business and management. It evaluates the role of the major types of information systems in a business environment and their relationship to each other, and assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.

Course Description
This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems, the role of information systems in enhancing business processes and management decision making across the enterprise, and the process of building and managing systems in organizations. The course will focus on topics such as Internet and Internet technology, the Electronic Business and Electronic Commerce, the Information Technology (IT) Infrastructure, the Enterprise Applications. The course will provide students with information systems knowledge that is essential for creating successful and competitive firms.

Course Outcomes
Upon completion of this course, students will be able to:
- understand the basic concepts and technologies used in the field of management information systems;
- have the knowledge of the different types of management information systems;
- understand the processes of developing and implementing information systems;
- understand the role of information systems in organizations, the strategic management processes, and the implications for the management;
- develop an understanding of how various information systems work together to accomplish the information objectives of an organization; and
- learn about the importance of managing organizational change associated with information systems implementation.

Course Contents

Unit I: Computer System **6 hours**
Introduction to computer technology, Types of Computer Systems, Computer System Concepts, Memory (Primary Storage, Secondary Storage, Cache), CPU- Central Processing Unit, Hardware (Input Devices, Output Devices), Software and its Classification

Unit II: Foundation of Information System **11 hours**
Data, Data processing, Information, Information System: concept, characteristics and need; Fundamental Resources of Information System, Potential Risks of Information System, Types of Information System (TPS, MIS, DSS, ESS); MIS: Objectives, characteristics, applications, benefits and limitations; Approaches, development, and implementations of MIS, Systems Development Life Cycle (SDLC) and its Stages, Success and Failure of MIS.

Unit III: Telecommunication and Network **5 hours**

Networking the Enterprise, The Concept of a Network, The Business Value of Telecommunications Networks, Types of Telecommunications Networks, Telecommunications Media, Network Topologies, Trends in Telecommunications.

Unit IV: Data Resource Management and DSS **12 hours**

Fundamental Data Concepts, Database structures, Database Development, Types of Databases, Technical Foundation of Database Management, Data warehouses and Data Mining, Decision Support in Business, Decision Structures, Decision Support Trends, Decision Support Systems, Online Analytical Processing, Using Decision Support Systems.

Practical: Microsoft Access, Database Design, Creating New Database, Setting up Tables, Form and Report Design.

Unit V: Business Applications **8 hours**

E-business systems, Customer Relationship Management (CRM), Three Phases of CRM, Benefits and Challenges of CRM, Trends in CRM, Enterprise Resource Planning (ERP): concept, benefits and challenges, Trends in ERP, Supply Chain Management (SCM): concept, roles, benefits, challenges, and trends, E-commerce Systems, E-Commerce and its scope, Essential e-Commerce Processes, Electronic Payment Processes

Unit VI: Functional Applications of Information System **6 hours**

Introduction to Information System, Characteristics of Information System, Computer Reservation System (CRS), Global Distribution System (GDS), Property Management Systems (PMS), Point of Sales Systems (POS)

References

1. O'Brien, J. A, & Marakas, G. M. *Management Information Systems* New Work: McGraw Hill.
2. Kenneth, C. L., & Jane, P. L. *Management Information Systems.* New Jersey: Pearson Education.
3. Tesone, D. F. *Hospitality Information System & E-commerce.* New Jersey: John Wiley & Sons.

LAW 291 Legal Aspects of Business and Technology
BBA, 6th Semester

Course Objectives
This objective of this course is to place business and technology in their proper and prominent legal context. The intention of this course is to prepare students to be successful both personally and professionally in an information-based society.

Course Description
The course is divided into three different sections. In the first part, the concept of legal environment, sources of business laws, and the format, structure and operating practicality of the court systems in Nepal will be discussed. The second part deals with contracts, sale of goods, agency, different forms (types) of doing business, areas of regulatory relationship, and arbitration laws. The final sections are an overview of different types of laws relating to business and technology.

Course Outcomes
After studying this course, students should be able to:

- Explain the concept of legal environment and the court system in Nepal;
- Have an understanding of the basic legal principles and concepts;
- Discuss the role and development of the legal aspects for business and technology under the Nepalese legal system;
- Describe the impact of major areas of law on business operations, particularly where technology is concerned;
- Explain the legal and regulatory compliances in the context of Nepalese business;
- Discuss the provisions of Nepalese laws and regulations relating to information technology/intellectual property.

Course Contents

Unit I: Basics of Legal Environment and Court System 6 hours
Concept and importance of legal environment; Nature, types and sources of law; Meaning and sources of business law in Nepal; The court system - structure, powers, organization and jurisdiction of the court systems; Civil procedures in Nepal; Provisions of the Nepalese Constitution pertaining to business; Changing dimensions of legal environment in Nepal

Unit II: Nepalese Contract Law 10 hours
Concept of contract; Valid, void and voidable contracts; Essentials of a valid contract; Offer and acceptance; Consideration; Free consent; Contingent contract; Performance of contract; Termination of contract; Breach of contract and remedies; Meaning of bailment and pledge; Rights and duties of bailor/bailee and pledger/pledge; Pledge by non-owner; Finder of lost goods; Discharge of liability; Contract of indemnity and guarantee; Rights and duties of surety.

Unit III: Sale of Goods 4 hours
Meaning and feature of the contract of sale of goods; Types of goods; Conditions and warranties; Transfer of ownership; Unpaid seller; Suits of breach of the contract; Performance of the contract of sale of goods.

Unit IV: Agency and Business Organization 10 hours

Law of agency: Creation and modes of agency – Classification of Agents – Relation of Principal and Agent – Rights and duties of principal agents, sub-agents, substitute agent; Relation of Principal with Third Party – Personal liability of Agent – Termination of Agency; Classification of companies; Formation and incorporation, registration, memorandum and articles of association, prospectus, shares and share capital, borrowing powers - debentures, board of directors and board meetings, minutes and resolution, auditing, dissolution, winding up, liquidation; Arbitration - powers of arbitrator, duties of arbitrator, revocation of arbitrator's authority .

Unit V: Legal and Regularity Compliance 5 hours

Basic features and compliances requirement as per: Industrial Enterprises Act, Financial Institutions Act, Legal provisions relating to negotiable instruments, Right to Information Act; Consumer Protection Act. Introduction and major provision of Labor Act, Anti-Money Laundering Laws.

Unit VI: Laws Relating to Information Technology/Intellectual Property 13 hours

Trade-Related Aspects of Property/Intellectual Property - Definition, scope and importance of intellectual property; Types of intellectual property, *e.g* patent, design, trade mark, industrial design, layout design, integrated circuit; Existing laws on intellectual property in Nepal; WTO's Treaty on Trade-Related Aspects of Intellectual Properties; Agreement relating to transfer of technology (supervisory mechanism-licensing and franchising), royalties and compliance of laws; Cyber law - Electronic Transactions (Digital Signature Attestation) Act, 2063 (especially on the crime and punishment); Nepal Telecommunication Act, 2045; Foreign Investment and Technology Transfer Act, 2049.

References

1. Wagle, R., & Pant, K. B. *Legal Environment of Business in Nepal*. Kathmandu: Ratna Pustak Bhandar.
2. Kalika, S. N. *Business Law*. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.
3. Albuquerque, D. *Legal Aspects of Business*. New Delhi: Oxford University Press.
4. Singh, Y. *Cyber Laws*, New Delhi: Universal Law Publishing Co.
5. *Related Nepal Acts and Regulations*
6. WTO. *A Final Act on the Embodiment of WTO*, Geneva: WTO publications.
7. Dhakal, D. R. *Business Law*. Kathmandu: Ashmita Publication.

MGT 212 Business and Society
BBA, 6th Semester

Course Objectives
The main objective of this course is to familiarize students with the various concepts and components of business and society relationship. It mainly emphasizes on imparting the knowledge and skills to students on the fundamentals of business and society relationship, corporate social responsibility, business ethics, and corporate governance in order to prepare future responsible business leaders aimed at creating value for both business and society. The intent of the course is therefore to help students gain a better understanding of the interplay among business, governments and society with particular paying particular attention to how firms manage those relationships.

Course Description
Businesses in Nepal today face greater public scrutiny and demands to act in an ethical and socially responsible manner. This course will evaluate these developments and consider their implications for organizational strategy and managerial practice. The course begins with investigations of corporate social responsibility and the ethical dimensions of management actions and decision-making processes. Attention is given to perspectives on roles of the firm that lead to governance mechanisms and operating policies that encourage ethical conduct, serve stakeholders, and support long-term corporate sustainability.

Course Outcomes
After completion of the course, students should be able to:

- Discuss the concepts and key debates in business and society;
- Demonstrate understanding of the definition of ethics and the importance and role ethical behavior serves in the business world today;
- Identify various ethical issues that occur in the workplace;
- Evaluate the concept of corporate social responsibility, and identify the components relevant to social responsibility of business;
- Recognize and appreciate the importance and impact of organizational decisions on society;
- Identify and describe the roles and rights of stakeholders, and value the shareholder and stakeholder rights and responsibilities;
- Adopt the appropriate mechanism for effective governance;
- Adhere to sound principles of direction and management, and implement best practices on corporate management.

Course Contents

Unit I: Business and Society Relationship 7 **hours**
Concept of business and society; Relationship between business and society - A systems perspective; Forces shaping business and society relationship; Changing societal expectations - growing emphasis on ethical values; The changing workplace - external factors influencing the workplace, government intervention, women at work; Corporate efforts to promote diversity.

Unit II : Fundamentals of Corporate Social Responsibility 8 hours

Concept of corporate social responsibility (CSR); Basic elements of social responsibility; Benefits of CSR to business and society; Historical evolution of CSR; Drivers of CSR; Theories of CSR - shareholder value theory and stakeholder theory; Concept of corporate citizenship and corporate social performance.

Unit III: Business and its Stakeholders 8 hours

Concept; Types of stakeholders; Stakeholder analysis - stakeholder interests, stakeholder power, and stakeholder coalitions; Stakeholder activism; Managing key stakeholder issues - CSR in the marketplace, CSR in the workplace, CSR in the community, and CSR in the ecological environment; Making trade-offs; Creating a win-win situation between business and society.

Unit IV: Business Ethics 9 hours

Concept of business ethics; Causes and consequences of ethical problems; Core elements of ethical character; Making ethics work in organizations - top management commitment and involvement, codes of ethics, principle-based international standards; Ethics training programs - encouraging ethical behavior, ethics audits, corporate ethics awards; Whistle blowing; Impact of ethics on business and society.

Unit V: Corporate Governance 7 **hours**

Concept, scope and significance of corporate governance; Theories governing corporate governance - Agency theory, transaction cost economics, stewardship theory; Governance of corporate entities; Challenges for good corporate governance; Impact of governance on business, society and the economy.

Unit VI: CSR, Business Ethics and Corporate Governance Issues in Nepal 9 hours

Management and status of CSR in Nepal; The role of Government in promoting CSR in Nepal; Legal provisions governing CSR in Nepal; Ethical business practices and issues in Nepal; Corporate governance system in Nepalese organizations; Suggestions for improving existing ethical practices and corporate governance system in Nepal.

Basic Texts

1. Lawrence, A. T., & Weber, J. *Business and Society: Stakeholders, Ethics, Public Policy*. New Delhi: Tata McGraw Hill.
2. Tricker, B. *Corporate Governance: Principles, Policies and Practices*. New Delhi: Oxford University Press.

References

1. Mallin, C. A. *Corporate Governance*. New Delhi: Oxford University Press.
2. Steiner, J. F., & Steiner, G. A. *Business, Government, and Society: A Managerial Perspective: Text and Cases*. New Delhi: Tata McGraw Hill.
3. Carroll, A. B., & Buchholtz, A. K. *Business S society: Ethics, Sustainability, and Stakeholder Management*. New Delhi: Cengage Learning.
4. Blowfield, M., & Murray, A. *Corporate Responsibility: A Critical Introduction*. New Delhi: Oxford University Press.
5. Chatterji, M. *Corporate Social Responsibility*. New Delhi: Oxford University Press.
6. Francis, R. D., & Mishra, M. *Business Ethics: An Indian Perspective*. New Delhi: Tata McGraw Hill.

7. SAWTEE and ECCA. *A study on status of corporate social responsibility in Nepal*. Kathmandu.
8. National Business Initiative. *Ethical business practice in Nepal*. Kathmandu.
9. Various legal regulations governing CSR in Nepal.

MGT 411 Business Environment in Nepal
BBA, 7th Semester

Course Objectives
The course aims to provide students with a sound understanding of environmental forces affecting business operations and to develop their ability to analyze such environmental forces in the Nepalese context. The focus of the course is therefore to review the major environmental forces and analyze their dynamics applicable to Nepalese business.

Course Description
The course covers the relevant political, economic, legal, socio-cultural, and technological environmental aspects of Nepal and their effects on Nepalese business. In addition, it covers the regional and global environmental factors influencing Nepalese business scenario.

Course Outcomes
After studying this course, students should be able to:

- analyze and identify the opportunities, limitations, and constraints of business;
- pinpoint the changes in the environment and the impact on Nepalese businesses.

Course Contents

Unit I: Concept of Business Environment 4 hours
Concept and framework of business environment; Components of business environment; Environmental scanning/analysis – concept and methods; Use of environmental analysis in strategic management.

Unit II: Economic Environment 4 hours
Economic dimensions of an economy – economic, socio-economic, and industrial dimension; Basic social and economic indicators for Nepal, Analysis of these dimensions and their impact on business; An overview of the latest economic development plan - its objectives and strategies; Indicators of analyzing economic environment.

Unit III: Economic Policies and Reforms 8 hours
Privatization - meaning of privatization, methods of privatization; Privatization policy and practices in Nepal; Industrial Policy - concept and objectives of industrial policy in Nepal; Trade Policy - concept and objectives of trade policy; Labour and Employment Policy - concept and objectives of labour and employment policy; Tourism Policy – concept and objectives of tourism policy in Nepal; Current monetary policy in Nepal; Fiscal policy in Nepal, Liberalization of the Nepalese economy and its effects on the financial and capital market sectors; Effects of liberalization – emerging business environment in Nepal.

Unit IV: Agriculture, Trade and Industrial Sectors: Performance and Issues 5 hours
Nepal's agriculture sector – performance and issues; Nepal's industrial sector – export-oriented and import substituting industries, service sector; Industrial sector - performance and constraints; The role of industry in the changing scenario; Nepal's foreign trade – structure and issues in Nepal.

Unit V: Political Environment **5 hours**

Significance of political environment for business; Nepalese political system and its important players (political parties); Government and constitutional bodies; Role of government in business; Basic issues in business-government relations; Risk assessment of political environment particularly with reference to business sector; Issues in Nepalese political environment.

Unit VI: Regulatory Environment **7 hours**

Concept and features of Private Firm `Registration Act; Partnership Act; Companies Act; Industrial Enterprise Act; Foreign Investment Act; Labor Act; Trade Union Act; Mines and Minerals Act; Intellectual property - Patent, Design, Copyright and Trade Mark Act; Consumer Protection Act and regulations.

Unit VII: Socio-Cultural Environment **4 hours**

Socio-cultural environment and its significance for business; Determinants of socio-cultural, environment - religion, language, education, family structure and social organizations; An analysis of how socio-cultural environment affects the Nepalese business; Emerging socio-cultural changes and trends in Nepal.

Unit VIII: Environment, Energy and Technology **5 hours**

Business and technology; Human factors and technology; Status of technology adopted by the Nepalese business; Technology transfer issues; IT policy of Nepal; Impact of technological environment on the efficiency and competitiveness of Nepalese business; Energy situation in Nepal; Natural environment and energy management issues in Nepal.

Unit IX: Global Environment **6 hours**

Concept of globalization; Nature and types of globalization; Regional economic groupings of nations - SAPTA, SAFTA, and BIMSTEC - their impacts on the Nepalese business; Foreign Direct Investment in Nepal; World Trade Organization (WTO) – Nepal's membership - opportunities and threats for the Nepalese business.

Basic Texts

1. Pant, P. R. *Fundamentals of Business Environment in Nepal*. Kathmandu: Buddha Academic Enterprises.
2. Agrawal, G. R. *Dynamics of Business Environment in Nepal*. M. K. Kathmandu: Publishers.

References

1. Aswasthappa, K. *Business Environment for Strategic Management*. Mumbai: Himalaya Publishing House.
2. Wetherly, P., & Dorron, O. *The Business Environment: Themes and Issues*. New Delhi: Oxford University Press.
3. Ghosh, B. N. *Business Environment*. New Delhi: Oxford University Press.
4. Paul, J. *Business Environment: Text and Cases*. New Delhi: Tata McGraw Hill.

MGT 312 Fundamentals of Entrepreneurship
BBA, 7th Semester

Course Objectives
This course intends to provide students with the essential concepts, principles and skills of entrepreneurship so that students are able to apply them while launching and operating an entrepreneurial venture.

Course Description
To achieve the objective, the course covers the concept and nature of entrepreneurship, entrepreneurial intentions and strategies, creativity and business ideas, identifying and evaluating entrepreneurial opportunities, protecting intellectual property rights and other legal issues, business plan and emerging issues in entrepreneurship.

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

- Understand the fundamentals of entrepreneurship;
- Appreciate entrepreneurial intentions;
- Analyze entrepreneurial strategy;
- Know the concepts, nature and process of creativity and innovation;
- Identify and analyze entrepreneurial opportunities;
- Consider legal issues relating to intellectual property rights, licensing, and contracts;
- Write business plans;
- Comprehend emerging issues of entrepreneurship.

Course Contents

Unit I: Introduction **4 hours**
Nature and development of entrepreneurship; Entrepreneurial process; Ethics and responsibilities of entrepreneurs; Role of entrepreneurship in economic development of a developing nation like Nepal; Promoting entrepreneurship in Nepal.

Unit II: Entrepreneurial Intentions **5 hours**
Sources of entrepreneurship, entrepreneurial intention; Entrepreneurs' background and characteristics; Role models and support system; Entrepreneurial intentions within existing organizations; Managerial versus entrepreneurial decision making; Establishing corporate entrepreneurship in organization.

Unit III: Entrepreneurial Strategy **5 hours**
New entry; Generation of new entry opportunity; Entry strategy for new entry exploitation; Risk reduction strategy for new entry exploitation.

Unit IV: Creativity and Business Idea **9 hours**
Concept of creativity; Creativity process; Idea generation from trends analysis; Common sources of new venture ideas; Methods of generating ideas and solving problems; Creativity, innovation and entrepreneurship; Innovation: concept, types and classification of new products; Entrepreneurial innovation; Opportunity recognition; Product planning and development process; e-Commerce and business start up.

Unit V: Identifying and Analyzing Opportunities 8 hours

Concept; Opportunity recognition and opportunity assessment plan; Information sources; Sources of information for start-up entrepreneurs in Nepal; Nature and significance of international entrepreneurship; Domestic versus international entrepreneurship; Technological environment; Culture; Available distribution system; Motivation to go global; Strategic effects of going global; Foreign market selection; Entrepreneurial entry strategies; Entrepreneurial partnering; Barriers to international trade; Implications for global entrepreneurship.

Unit VI: Protecting Idea and other Legal Issues 8 hours

Concept and nature of intellectual property; Types of intellectual property; Need for legal advice; Patents: concept, types and procedure for obtaining patent rights in Nepal; Trademarks - concept, types and procedure for obtaining trademark rights in Nepal; Copyrights - concept and procedure for obtaining copyrights in Nepal; Concept of trade secrets and steps for protecting trade secrets; Licensing; Product safety and liability; Insurance; Contracts.

Unit VII: Business Plan 5 hours

Concept and nature of business planning; Business planning process; Concept, nature, scope and significance of business plan; Contents and criteria of a business plan; Information needs; Reasons for failure of a business plan.

Unit VIII: Emerging Issues in Entrepreneurship 4 hours

Social issues: social entrepreneurship; Gender issues: women entrepreneurship; Minority issues: minority entrepreneurship; Environmental issues - eco-efficiency and ecopreneurship

Basic Text

Hisrich, R. D., Manimala, Mathew J., Peters, M. P., & Shepherd, D. A. *Entrepreneurship*. New Delhi: McGraw Hill.

References

1. Barringer, B. R., & Ireland, R. D. *Entrepreneurship: Successfully Launching New Ventures*. New Delhi: Pearson Education.
2. Roy, R. *Entrepreneurship*. New Delhi: Oxford University Press.
3. Blundel, R., & Lockett, N. *Exploring Entrepreneurship: Practices and Perspectives*. New Delhi: Oxford University Press.
4. Kuratko, D. F., & Rao, T. V. *Entrepreneurship: A South-Asian Perspective*. New Delhi: Cengage Learning.

MGT 412 Strategic Management
BBA, 8th Semester

Course Objectives
This course aims to familiarize students with the basic concepts of strategic management and enable them to formulate, implement, and evaluate strategies for businesses. The course also aims to develop comprehensive and integrated view of business. The ultimate objective is to develop skill of practical and integrated application of different fields of management in order to make strategic decisions.

Course Description
Starting from the establishment of a company's direction by preparing mission statement and vision, this course will proceed to the identification of opportunities and threats emerging from the external environment and assessment of strengths and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threats with strengths and weaknesses will be the next step. Concepts of removing possible hurdles in the implementation of strategy will be followed by the discussion on the implementation of strategy. Finally, issues related to strategic evaluation and control will be discussed.

Course Outcomes
Upon completion of this course, students should be able to:
- Establish and evaluate mission statement, long term objective, vision, and short term plan for the business;
- Analyze the external and internal environment and identify opportunities, threats, strengths, and weaknesses of the firm and thereby formulate appropriate strategies for business;
- Plan pre-implementation and implementation phase; and
- Monitor and evaluate implemented strategies.

Course Contents

Unit I: Introduction **4 hours**
Meaning of strategy and strategic management; Strategic Management Model; Characteristics of strategic management; Formality in strategic management.

Unit II: Company Direction **3 hours**
Mission and mission statement; Vision; Strategic intent; Strategic objective vs. Financial objective; Policies; Long term and short term objectives.

Unit III: External Environment Analysis **10 hours**
PEST analysis - political, legal, economic, socio-cultural, technological, ecological, and international environment analysis framework (individualism vs. collectivism, totalitarian system vs. democracy, common law vs. civil law system; Determinants of culture; State of technological stage; Impact of ecological and international factors); Industry and competitive analysis - Porter's five force model; Strategic group mapping; Monitoring competition.

Unit IV: Internal Analysis **5 hours**

Resource to competitive advantage pyramid; Internal analysis approaches - value chain; functional approach; and Resource based view (RBV); Benchmarking.

Unit V: Strategic Options and Choice Techniques **10 hours**

Porter's generic strategies: Cost leadership, Differentiation, Grand Strategies (concentration, market development, growth and expansion, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divesture, liquidation, bankruptcy, joint venture, and strategic alliance); Corporate level analytical tools - BCG and GE nine cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

Unit VII: Strategic Implementation **11 hours**

Concept and steps of strategy implementation, Operationalisation of strategies: Annual objectives; functional planning (Finance, Marketing, Human Resource, R&D, Production Operations, MIS and General Management); Communications, Guidelines and policies, Institutionalization: structure, types, matching structure with strategy; Resource allocation and budgeting and role of leadership in strategy implementation.

Unit VII: Strategic Evaluation and Control **5 hours**

Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, implementation control, and special alert.

Basic Texts

1. Pearce, J. A., Robinson, R. B., & Mital, *Strategic Management: Formulation, Implementation, and Control*. New Delhi: Tata McGraw Hill.
2. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikutty, S. *Strategic Management: A South-Asian Perspective.* New Delhi: Cengage Learning.

References

1. Dess, G. G., Lumpkin. G. T., & Eisner, A. B. *Strategic Management: Text and Cases*. New Delhi: Tata McGraw Hill.
2. Thomson, A., & Strickland, *Strategic Management*. New Delhi: Tata McGraw Hill.
3. Relevant journal articles and cases.

MGT 313 Introduction to International Business
BBA, 8th Semester

Course Objectives
This course provides an overview of the importance of international business and trade in the global economy, explores the factors and environment that influence success in international markets, and familiarizes students with the basic terminologies, key concepts and issues unique to the subject. Students will learn about the techniques and strategies associated with different dimensions of marketing, financial management, and human resource management which arise in an international business context.

Course Description
This is a broad–based introductory course organized around three main modules: 1) the external environment of international business, 2) international business strategy, and 3) international business operations. This course provides students the opportunity to explore the international business environment and understand internationalization strategies, modes of entry, strategic and organizational issues, and the operational decisions facing managers of companies that operate beyond their domestic market.

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

- Define key international business terms and concepts;
- Analyze the business environment of a foreign market and identify the business Opportunities;
- Understand some of the complexities of doing business in foreign markets;
- Discuss the different types of economic, political, and legal systems and their impact on business;
- Compare and contrast major trade theories and trade policies and their effect on business
- Discuss international exchange rates and their effects on global business; and
- Critically analyze the opportunities and risks associated with international business activities.

Course Contents

Unit I: Globalization and International Business 5 hours
Concepts of globalization and international business; Factors affecting globalization; Reasons for international business expansion; Drivers of market globalization; Domestic vs international business.

Unit II: Theories of International Trade and Investment 10 hours
Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life-Cycle Theory, Theory of Competitive Advantage; Theories of Foreign direct investment; Implications of international trade and investment theories; Contemporary issues of international trade.

Unit III: Global Business Environment **12 hours**

Political and legal systems; Actors in political and legal systems; Political risks; e-commerce and intellectual property rights; Government interventions and investment barriers; Cultural environment – concept, why culture matters in international business?; Regional economic integration – types, leading economic blocs; Emerging foreign markets; The changing demographics of the global economy; International monetary and financial environment – currencies and exchange rate systems; The floating exchange rate system.; Modes of payment in international trade; Global financial system; International economic institutions; WTO and free trade policies.

Unit IV: International Strategic Management **9 hours**

Strategy and opportunity assessment; Role of strategy in international business; Estimating market potential; Choosing a strategy; Entering and operating in international markets – exporting and importing, collaborative ventures and strategic alliances, licensing, franchising; Global outsourcing; MNCs and Foreign Direct Investment (FDI) in the world economy – concept, types and trends.

Unit V: Functional Areas of International Business **12 hours**

Global production, outsourcing and logistics – managing global supply chain; Global marketing strategy – global branding, product development, pricing, communications, and distribution strategies; Global e-marketing strategy; Financial management – sources of funds for international operations: Investment decisions; Tax practices; Currency risk management; International human resource management – staffing policy, diversity management, labour relations, preparing employees for repatriation.

Basic Texts

1. Hill, C. W. L., & Jain, A. K. *International Business: Competing in the Global Marketplace*. New Delhi: Tata McGraw Hill.
2. Hill, J. S. *International Business: Managing Globalization*. New Delhi: Sage Publications.

References

1. Sitkin, A., & Brown, N. *International Business: Challenges and Choice*. New Delhi: Oxford University Press.
2. Sthapit, A. *International Business: Text and Cases*. Kathmandu: Taleju Prakashan.
3. Shenkar, O., & Luo, Y. *International Business*. New Delhi: Wiley Publications.
4. Gautam, M. P. *International Business: System, Environments and Management*. Kathmandu: Buddha Publications.
5. Peng, M. W. *Global Business*. New Delhi: Cengage Learning.
6. Joshi, R. M. *International Business*. New Delhi: Oxford University Press.

MIS 301 Essential of E-Business
BBA, 8th Semester

Course Objectives
This course is designed with the objective of defining the nature and scope of e-business technologies along with a brief history of their development and implementation. The course familiarizes students with the way e-business technologies can be applied within business firms. This subject considers the organizational dimension of e-business implementation in order to reflect the likely nature of future challenges and opportunities.

Course Description
First, this course introduces students to the fundamental concepts, philosophies and trends that provide the context of E-business and E-Commerce. Students will then be better able to understand and apply, with confidence, the technical and theoretical knowledge that will be learned in later sections. Additionally, students are required to prepare a report on E-Business Plan and present it for class-room discussion.

Course Outcomes
After going through this course, students should be able to:

- Define the nature and explore the scope and economic and social impact of e-business technologies;
- Critically assess the potential for efficiency gains and growth in consumer power from e-business technologies;
- Understand the role of technology in e-business and trace its evolution;
- Assess the likely consequences of e-business technologies for change at the societal level;
- Understand the concept and role of digital marketing and e-payment systems;
- Gain awareness of the nature and scale of challenges in the business environment that will affect the future development of e-business.

Course Contents

Unit I: Introduction **7 hours**
Concept of e-business; Nature, scope, and impact of e-business; Difference between e-business and e-commerce; History and development of e-business; Advantages of e-business; Business models for e-products and e-services; Contribution of e-business to economic growth, market, competitiveness, and productivity.

Unit II: Technologies in e-business **8 hours**
Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.

Unit III: Digital Marketing **7 hours**
Concept; Effects of e-business technologies on marketing strategy, customer retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

Unit IV: E-Business and Operations management **6 hours**

Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing.

Unit V: E-Contracting **4 hours**

Concept of generic services - information, negotiation, archiving, enforcement, reconciliation; Structure of a contract; Digital signature; Legal affairs.

Unit VI: Online Distribution **5 hours**

Components of a distribution system; Characterization of online distribution; hybrid distribution networks; Model for electronic software distribution.

Unit VII: E-Payment System **7 hours**

Characteristics of payment system; Classification of payment systems - E-cash, E-check, overview of smart card; Applications of IPSec.

Unit VIII: E-Business Plan Development **4 hours**

Students must develop an E-Business Plan; The business plan must incorporate IT-features that would address complete requirements to run a specified business.

Basic Texts

1. Jonathan R. J. *E-Business A management perspective.* New Delhi: Oxford University Press.
2. Chan, H., Lee, R. Dillon, T., & Chang, E. *E-Commerce: Fundamentals and Applications.* New Delhi: John Wiley & Sons.

References

1. Kulkarni, P., Jahirabadkar, S. & Chande, P. *E-Business*. New Delhi: Oxford University Press.
2. O'Brien, J. A., Marakas, G. M., & Behl, R. *Management Information Systems*. New Delhi: Tata McGraw Hill.
3. Rajaraman, V. *Introduction to Information Technology*. New Delhi: Prentice Hall of India.

NON-Business Elective Courses

NBE 398 Critical Thinking and Problem Solving
(Elective Course)

Course Objectives

The main objectives of the course are to prepare students to be able to:

- identify flaws in arguments
- analyze the reasoning in newspaper articles, books and speeches
- assess the credibility and evidence and authorities
- make sound decisions and solve dilemmas
- approach any topic with the ability to reason and think critically.

Course Description

This is a course in critical thinking and problem solving for students who need reasoning skills for life and work. It focuses on the process of reasoning in a clear-headed and critical way, with the aims of developing an awareness of the importance of reasoning and of improving skill in analyzing and evaluating arguments.

Course Contents

The following themes or topics are included:

- introduction to reasoning
- analyzing reasoning
- evaluating reasoning
- recognizing implications
- evaluating evidence and authorities
- skills in the use of language
- exercising the skills of reasoning
- constructing reasoning

Teaching Methods

The teaching method should be such that it guides students through the processes of critical reasoning in a clear and engaging way. Attention needs to be given to evaluating the credibility of evidence and constructing reasoning, and in doing all the exercises.

Basic Text

Thomson, A. *Critical Reasoning: A Practical Introduction.* New York: Routledge.

References

1. Fisher, A. E. *Critical Thinking: An Introduction*. Cambridge: CUP.
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP.
3. Leech, G. N., & Jan Svartvik. *A Communicative Grammar of English*. London: Longman.

NBE 391 Society and Politics
(Elective Course)

Course Objectives

The purpose of this course is to help students understand the Nepalese political and social institutions and government system and analyze the challenges and implications of Nepal's political, social, and economic development. This course is therefore characterized by an exploration of different ideas regarding the most appropriate means and ends of human participation in civic, social and political life. The course aims to enhance the student's capacity to engage in active citizenship, informed by the insights and skills of social and political sciences. Being an active citizen implies that students are aware and responsible members of a community. They can belong to a community in which there are many communities – sometimes with divergent values and identities – but all sharing some common sense of responsibility and shared civic space.

Course Description

This course will present an overview of the political and social developments in contemporary Nepal. The first part of the course consists of a chronological analysis of Nepalese politics and international relations. In the second part the focus will be on various facets of contemporary Nepalese society, which may include education, women and gender issues, nationalism, religion, the environment, the aging and shrinking population, popular culture, and ethnic and social minorities.

Course Outcomes

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

- Understand the social systems within which people act, locally, nationally and more widely;
- Know important facts, concepts, and theories pertaining to Nepalese society, government and politics;
- Understand the importance of human rights and responsibilities for human dignity and for democratic modes of governance;
- Develop interest and capacity for active participation in the social and development activities;
- Discuss the gender, equality and empowerment issues;
- Explain the concept and practices of public affairs management and policy formulation process;
- Develop a sense of care for others and a respect for and a valuing of diversity in all areas of human life within the parameters of human rights principles.

Course Contents

The following themes or topics are included:

- An overview of Nepalese political and social systems
- Political parties, interest groups, and mass media
- Institutions of Government of Nepal
- The organizational structure of government(s) in Nepal, including local, district, regional and national levels
- Public affairs management and policy formulation process
- Human rights and civil liberties

- Rural society and inclusiveness issues
- NGOs and development
- Citizenship practices, civil society, and the state
- Diversity, social partnership and participation in development
- Governance issues
- Gender, equality, empowerment issues
- Nepal in the world arena
- Contemporary political and social issues in Nepal

References

1. Lewis, D. *The Management of Non-Governmental Development Organizations: An Introduction*, London: Lynne Rienner.
2. Howell, J. & Pearce, J. *Civil Society and Development: A Critical Exploration*. London: Lynne Rienner.
3. Drake, M. S. *Political Sociology for a Globalizing World*. Cambridge: Polity Press.
4. Nash, K. *Contemporary Political Sociology: Globalization, Politics, and Power*, Oxford and Massachusetts: Blackwell Publishers, Inc.
5. Abraham M. F. *Modern Sociological Theory*. New Delhi: Oxford University Press.

NBE 395 Energy and Sustainable Development
(Elective Course)

Course Objectives

This course attempts to highlight the basic issues on the relation between material/energy resources, the environment and sustainable development. Technological changes on greater efficiency of energy utilization, exploitation of renewable energy, adoption of cleaner environmental practices, and waste reduction that can lead to sustainable development will be explored. Specifically, management of energy and environment towards sustainability will be introduced.

Course Description

Principles, concepts and practices of energy and sustainable development will be introduced to students. It will examine the environmental, economic, and social dimensions of SD by focusing on growth and needs of human population, changing patterns of consumption, production, and distribution of resources and the associated environmental impact over time. Consideration will be given to the driving forces that influence SD with special reference to the impact on water resources, energy sources and uses, and waste management.

Course Outcomes

Upon successful completion of this course, students will be able to:

- Understand the basic concepts related to energy and sustainable development
- Perform basic analysis of energy systems
- Explain problems with current energy and environment assessment practices
- Discuss the environmental, economic and social dimensions of sustainable development
- Describe possible solutions to current energy problems
- Explain the concept, policies and practices regarding renewable energy

Course Contents

The following themes or topics are included:

- Energy's role in social, economic, and sustainable development.
- Conventional energy technologies and resources.
- Renewable energy technologies for buildings (including heating/cooling), power generation, transport, and agriculture.
- Environmental comparisons and climate change impacts.
- Environmental impacts and comparisons across a range of energy supply technologies.
- Environmental assessment chains.
- Economic analysis and comparisons - life cycle analysis, financial analysis, cost of conserved energy, and externalities.
- Cost assessment of supply technologies vs. energy-efficiency.
- Subsidy justifications, other tax and incentive policies
- Renewable energy policies, including feed-in tariffs, portfolio standards, targets, tax incentives, and bio-fuels mandates.
- Energy markets and governance
- Energy and climate change
- Sustainable energy futures.

References

1. Boyle, G. *Renewable Energy: Power for a Sustainable Future*. New Delhi: Oxford University Press.
2. Everett, B., Boyle, G., Peake, S., & Ramage, J. *Energy System and Sustainability.* New Delhi: Oxford University Press.

NBE 397 Population Dynamics and Development Challenges
(Elective Course)

Course Objectives

The purpose of this course is to review major trends in Nepalese population changes and how these changes can be addressed (policy, strategy and practice) including issues and challenges to implementation, effectiveness and impact, and implications for key stakeholders. Particular emphasis is placed on population changes and needs related to youth, aging, health and disability.

Course description

This course examines the key relationships between population, natural resources and development in Nepal. The justification is that, Nepal is not only the poorest country with little development but also has the higher rate of population growth which militate against development efforts. This course attempts to discuss problems related to population and development in Nepal, and what Nepal should do to achieve sustainable development.

Course Outcomes

Upon completion of this course students will be able to:

- Understand the concept of population
- Describe major trends in Nepal's population changes;
- Identify important factors of population dynamics - fertility, mortality and migration and their general impact on social development.
- Discuss various policies related to population dynamics and natural resource management for sustainable development;
- Discuss the linkage between population dynamics and development challenges;
- Explain the social, economic and environmental implications of population changes and implications for people-centered and sustainable development;

Course Contents

The following themes or topics are included:

- Population dynamics - population size, density and growth, population changes, population ageing, current status, problems, and prospects in Nepal;
- Challenges of changing population and age distributions;
- Linkage between population dynamics and development challenges;
- Migration, urbanization and development;
- Gender equality and the empowerment of women;
- Demographic effects of changing women's roles (such as on the labor force participation);
- The effect of demographic characteristics on poverty and development activities in Nepal – capital swallowing, age dependent effects, investment diversion effects, and environmental concerns;
- Concern on population growth versus food, energy and resources;
- Population pressure on natural resources and possible solutions;
- Possible effects of demographic changes on businesses, marketing and socio-economic development;
- Achieving sustainable development and ensuring environmental sustainability
- Social security system in Nepal;

- Effects of legal and illegal out migration to foreign countries;
- Population related policies and programs in Nepal.

References

1. Birdsall, N., Kelley, A. C., & Sinding, S. W. *Population Matters: Demographic Change, Economic Growth, and Poverty in the Developing World*. New Delhi: Oxford University Press.
2. Weeks, J. *Population: An Introduction to Concepts and Issues.* Singapore: Wordsworth Learning.
3. Bhasin, K. *Understanding Gender*. New Delhi: Kali for Women Publishers.
4. Kawadia, G. & Ahuja, K. *Environmental Issues of Development.* Ambala: Associated Publishers.
5. United Nations. *Population Challenges and Development Goals.* UNO.
6. KC, B. K. *Population and Development in Nepal*. Central Department of Population Studies, TU.
7. CBS. *Population Census of Nepal and Other Related Publications.*

NBE 393 Social Ecology and Environment
(Elective Course)

Course Objectives

The objective of this course is to provide students with insights into the dynamics of human-environment interactions in Nepal. The ecology of human societies is about connections between ecological and human social, cultural, and organizational processes. It is a very broad and general subject that crosses numerous scientific disciplines. It therefore has to be approached in a broad and general way, with an emphasis on theoretical ideas.

Course Description

The core theme of social ecology and environment course is to understand the concept and quality of people–environment relationships. The course is designed around the main themes like environment, poverty and development; risk and adaptation to natural hazards and climate change; conservation, deforestation and biodiversity; and issues related to environmental policies and programs.

Course Outcomes

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

- Explain the concept and core principles of social ecology and environment;
- Discuss current environmental issues with an understanding of the basic social ecological concepts involved.
- Identify and describe major approaches that help to integrate social and ecological, or human-natural systems, dynamics, or understandings;
- Describe the multidimensional structure of human environment;
- Analyze the strengths and weaknesses of different approaches, including how they may help navigate environmental change;
- Analyze and express what purposeful socio-ecological change and awareness might entail, and understand how such changes might be engineered or fostered through policy, management, or other interventions;
- Explain how ecological culture works as a means of harmonizing interactions between society and nature.

Course Contents

The following themes or topics are included:

- Concept of social ecology
- Core principles of social ecology
- Human-environment system and transactions
- Multidimensional structure of human environment
- Concept of ecosystem; various ecosystems and their features
- Social hierarchy and domination over resources
- Social culture and economic relationship
- Present day socio-ecological crisis
- Environment and public policy
- Global environmental change
- Social Impact Assessment
- Ecological awareness
- Sustainability of social ecological system

- Ecological culture as a means of harmonizing interactions between society and nature.

References

1. Kogent, *Energy, Environment, Ecology and Society*. New Delhi: Wiley India.
2. Harper, C. L. *Environment & Society***.** New Delhi: Pearson/Prentice Hall.
3. Sutton, M. Q. and Anderson, E. N. *Introduction to Cultural Ecology***.** Altamira Press.
4. Rajagopalan, R. *Environmental Studies: From Crisis to Cure.* New Delhi: Oxford University Press.
5. Sankar, A. *Environmental Management*. New Delhi: Oxford University Press.
6. DeSimone, L. D. & Popoff, F. *Eco-efficiency: The Business Link to Sustainable Development.* MIT Press.

NBE 396 Management of Technology
(Elective Course)

Course Objectives

The course focuses on different matters of importance and issues related to management of technology in the organizational context. It builds on students' knowledge about the role of technology in today's business world. They will understand how to better select technological opportunities and understand organizational challenges that prevent these technologies from being successful.

Course Description

This course is concerned with the management issues surrounding the technology being used in organizations. The focus will be on the theoretical and practical aspects of management of technology in organizations. This course is also concerned with human and organizational issues as well as strategic and operational issues related to technology introduction and use. It provides frameworks and management principles that managers can employ to cope with the challenges inherent in the implementation of rapidly advancing technology.

Course Outcomes

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

- Explain the key concepts and the dynamics of technology as used in business;
- Discuss the management issues related to technology acquisition, application, protection and maintenance;
- Analyze and formulate technology policies and strategies for business organizations;
- Know how to implement technology policies and strategies;
- Understand how to manage ideas and knowledge in a technology-based organization;
- Facilitate organizational change and sustainable improvements at the enterprise level through competitive work systems.
- Employ proficiencies in salesmanship, customer service, and training and development relative to different business philosophies and environments.

Course Contents

The following themes or topics are included:

- Introduction and key concepts of technology management
- Sources and types of technology
- Changing context of technological environment
- Critical factors in managing technology
- Strategic implications of technology
- Needs assessment of technology
- Industrial analysis and technology planning
- Technology choice and life cycle
- Technology acquisition and utilization
- Technological forecasting
- Organizational implications of technology
- Financial aspects in technology management
- Social issues in technology management
- Technological change and industrial relations

- Technology assessment and environmental impact analysis
- Human aspects in technology management
- Technology transfer, Sourcing and acquiring Technology, licensing, joint venture, technology alliance
- Technology management scenario in Nepal

References

1. Khalil, T. *Management of Technology: The Key to Competitiveness and Wealth Creation*. New Delhi: Tata McGraw Hill.
2. Rastogi, P. N. *Management of Technology and Innovation: Competing Through Technological Excellence.* Delhi: Sage Publications.
3. Schilling, M. *Strategic Management of Technological Innovation*. New Delhi: McGraw-Hill.
4. Burgelman, R. A., Christensen, C. M., & Wheelwright, S. C. *Strategic Management of Technology and Innovation.* Boston: McGraw-Hill.

NBE 394 Media and Public Relations
(Elective Course)

Course Objectives
The purpose of this course is to provide students with a broad understanding of the media and public relations industry and its role in shaping the opinion of the society. The learning focus will be on gaining a conceptual and practical understanding of the field. Special emphasis is on the advent of the Internet, the rise of citizen journalism, and the impact of blogs and other social media.

Course Description
This course analyzes the state of contemporary media – online and offline – and its impact on public relations examining key factors influencing reportorial and editorial coverage of entertainment, business, government and not-for-profit interests. The course includes information about how the press works, how to pitch a story idea and to whom. Students will learn about dealing with the media, public communication and issues management. This will include learning how to prepare and manage a media relations campaign and how to write materials for the media. Students will also examine ethical and professional issues relevant to media relations.

Course Outcomes
On successful completion of this course, students will be able to:
- Explain the concept and emerging trends in media and public relations;
- Write a press release and a letter to the editor/opinion piece;
- Produce communications suitable for media and public relations;
- Organize a media conference;
- Develop and implement a media relations campaign working in a group;
- Ethical and professional issues relevant to media relations;
- Write media materials for a media relations campaign plan;
- Understand the theoretical frameworks relevant to media and public relations.

Course Contents
The following themes or topics are included:
- Concept of media relations and public relations
- Role and importance of media and public relations in the context of business
- Writing a media release
- Opinion writing
- Media plan: Research, strategy and planning
- Evaluation of media relations plans
- Ethics and professional issues relevant to media relations
- Media conference: Practicum
- Social media management
- Public relations, media and marketing
- Contemporary issues in media and public relations

Basic Texts
1. Gordon, A. E. *Public Relations.* New Delhi: Oxford University Press.
2. Stanton, R. *Media Relations*. New Delhi: Oxford University Press.

References

1. Johnston, J & Zawawi, C. *Public Relations Theory and Practice*: Allen & Unwin.
2. Raman, U. *Writing for the Media*. New Delhi: Oxford University Press.
3. Sachdeva, I. *Public Relations*. New Delhi: Oxford University Press.
4. Wilcox, D. *Public Relations Writing and Media Techniques.* New Delhi: Pearson Education.

NBE 392 Basic Econometrics
(Elective Course)

Course Objectives

This course aims at providing knowledge and skills on the application of the basic econometric tools for estimating, testing and forecasting economic relationships with the use of computer software packages like SPSS and Excel. In particular, the course aims to give students an awareness of the empirical approach to economics and the value this can add to decision making for consumers, firms and governments.

Course Description

The course covers elementary econometrics and makes extensive use of econometric software packages for quantitative and statistical analysis. Students will learn how to analyze empirical data, draw conclusions from it and discuss the limitations of the analysis. The main topics include linear and non-linear, simple and multiple regression models, assumptions of fitting regression, its remedial measures, various functional forms and their implications and the use of instrumental variables.

Course Outcomes

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

- Understand the nature and use of economic data.
- Describe and apply the classical linear regression model and its implications to cross sectional and time series data.
- Describe and detect violations of assumptions and their remedial measures.
- Make use of econometric software packages as tools of quantitative and statistical analysis to compute empirical results.
- Understand specification bias and use of instrumental variables.
- Enable students to apply these methods in their own research;

Course Contents

- Introduction to Econometrics
- Introduction to Statistical and Econometric Software: Excel, SPSS, E-views, R, Stata
- Statistical Inference
- Simple and multiple regression analysis
- Multicollinearity
- Heteroscedasticity
- Autocorrelation
- Econometric Modelling: model specification and Diagnostic Testing
- Nonlinear regression model
- Qualitative Response Regression Models
- Panel Data Regression Model
- Dynamic Econometric Models: Autoregressive and Distributed Lag Models
- Simultaneous Equation Models
- Identification Problem
- Indirect Least Square
- Two stage least square methods
- Time series Econometrics

- Forecasting
- Simulation
- Unit root test
- Co-integration

Basic Texts

1. Gujarati, D. N., Porter, D. C., & Gunasekar, S. *Basic Econometrics.* New Delhi: Tata McGraw.
2. Wooldridge, J. M. *Introductory Econometrics: A Modern Approach.* South-Western.

References

1. Kousoyiannis, A. *Theory of Econometrics.* London: Macmillan Press Ltd.
2. Dougherty, C. *Introduction to Econometrics.* New Delhi: Oxford University Press.
3. Stock, J. H. & Watson, M. W. *Introduction to Econometrics.* New Delhi: Pearson Education.
4. Gujarati, D. *Econometrics by Example.* Macmillan: Palgrave.

Concentration

Human Resource Management

HRM 451 Labour-Management Relations

Course Objectives
This course provides a basic introduction to the field of labour-management relations. It gives a balanced perspective of the requirements and goals of both union and management and prepares students to deal with labour-management relations issues in the workplace.

Course Description
This course deals with the context, policy, institutions and mechanisms of labour-management relations and includes labour relations system, environment, policy and legislation, trade unionism, industrial disputes, collective bargaining, workers' participation, work-place environment, wage issues and ILO and Nepal.

Course Outcomes
Upon completion of this course, students will be able to:

- Explain the concept of labour-management relations, the actors of the system, and the environmental forces influencing the labour relations climate;
- Discuss the concept of unionism and outline the rights, duties, and obligations employers and unions have under the Labour Act of Nepal;
- Identify and discuss the causes, types and consequences of labour disputes;
- Review the preparatory and execution elements of collective bargaining and of processes to break impasse such as strikes, lockouts, conciliation, and arbitration;
- Discuss the principles of employee discipline, grievance procedure and process;
- Explain the wage determination concept and issues and its effects on labour - management relations;
- Provide examples of when union-management collaboration and participation are appropriate and discuss how such collaboration can best be achieved;
- Explain the activities of ILO in Nepal.

Course Contents

Unit I: Labour Relations System **5 hours**
LRS – concept: Players of LRS – their composition, features and role in labour relations; Labour relations theory - historical development and current status.

Unit II: Labour-Management Relations Environment **8 hours**
Labour-management relations climate – social, political, legal, labour market and economic forces influencing labour-management relations in Nepal; Labour legislation in Nepal – main provisions and features of the Labour Act, Trade Union Act and Bonus Act; Structure of labour administration in Nepal; Employers' associations in Nepal.

Unit III: Trade Unionism **6 hours**
Concept; Functions and responsibilities of trade unions; History of trade union development in Nepal; Legal framework; Registration and recognition of trade unions; Existing structure of trade unions; Problem of multiple unionism; Inter-union conflict; International trade union federations.

Unit IV: Industrial Disputes in Nepal **9 hours**

Definition; Causes and effects of industrial disputes in Nepal; Types of disputes – legal and illegal, overt and covert expressions of conflict; Unfair labour practices; Procedures of making claims and complaints by unions; The grievance handling procedure; Industrial relations machinery – prevention and settlement of disputes; Conciliation and arbitration systems; Labour court – its composition and functioning.

Unit V: Collective Bargaining **5 hours**

Concept, nature, purpose and significance of collective bargaining; Collective bargaining system; Prerequisites for collective bargaining; Legal framework of collective bargaining; Collective bargaining in Nepal.

Unit VI: Workers' Participation **4 hours**

Concept, purpose and significance; Forms of participation; Legal provisions in Nepal.

Unit VII: Wage Issues in Labour Relations **6 hours**

Wage components; Criteria and methods of wage determination; Minimum wage policy in Nepal; Wage differentials; Union influence in wage fixation; Profit sharing and incentive systems.

Unit VIII: ILO and Nepal **5 hours**

Objectives and structure of the ILO; International Labour Standards; Nepal's response to ILO conventions and standards; ILO and labour related activities and projects in Nepal.

Basic Texts

1. Pant, P. R and Manandhar, N. *Industrial Relations in Nepal*. FNF and IRF, Kathmandu.
2. Venkata Ratnam, C. S. *Industrial Relations*. New Delhi: Oxford University Press.
3. Monappa, A. *Industrial Relations*. New Delhi: Tata McGraw Hill.

References

1. Singh, B. D. *Industrial Relations and Labour Laws.* Excel Books India.
2. Kanoon Byabastha Samiti. *Labour Act, Trade Union Act and Bonus Act.*

HRM 453 Compensation and Benefits Management

Course Objectives

The purpose of the course is to develop the knowledge and skills of students to effectively manage the important function of compensation and benefits management. The course will also assist students to learn how to create effective compensation systems and serve as a useful strategy to promote organizational efficiency, equity and productivity.

Course Description

This course examines the full range of compensation topics with emphasis on how compensation systems will likely impact productivity, equity, and the firm's ability to recruit and keep highly skilled and motivated employees. Topics include: job description, analysis and evaluation systems; equity issues and requirements; design and use of wage and salary surveys; performance, merit and incentive pay systems; statutory and no- statutory employee benefit packages and systems; and administration of compensation systems.

Course Outcomes

Upon successful completion of this course, students will be able to:

- Understand the fundamentals of compensation management and explain why an effective compensation system is important to organizations;
- Explain the economic models of labour market and their implications on employee compensation;
- Define employee benefits, rewards and incentives and their concepts and types;
- Explain how to formulate the reward and compensation strategy in view of the growing external competition;
- Discuss the importance of determining compensation values and benefits through job, market and individual performance;
- Explain the issues in the current practices of employee compensation, rewards and benefits management in Nepalese organizations.

Course Contents

Unit I: Compensation Fundamentals 5 hours

Concept and objectives of compensation; Significance of employee compensation; Wage and compensation; Principles of wage formulation; Wage components; Types of wages; Wage policy in Nepal.

Unit II: Compensation Management 5 hours

Concept; Determinants of compensation decisions; Compensation benchmarking; Executive compensation – concept and components; Compensation trends in Nepal.

Unit III: Employee Compensation and Labour Market 8 hours

Economic theories and employee compensation; Macroeconomics of labour market; Unemployment and its effects on labour market; Microeconomics of labour markets; Implications of economic models of labour market on employee compensation.

Unit IV: Employee Benefits **10 hours**

Concept; Non-monetary benefits; Types of benefits; Statutory benefits; Deferred compensation plans; Equity in employment benefits; Employee benefits and productivity; Productivity-linked employee benefits; Benefits determination process; Employee reward system – meaning and objectives; Managing rewards – strategies, difference between compensation and rewards; Philosophy of reward; Pay structures and systems; Equity-based rewards; Reward strategies and the psychological contract; Job grades and Career mapping; Developing a reward strategy.

Unit V: Compensation Management and Job Evaluation **8 hours**

Job evaluation – concept, steps and techniques; Job assessment; Alternative methods of job assessment; Pay surveys; Pay and performance; Features of flexible work schedules; Job sharing, compressed workweeks and telecommuting.

Unit VI: Attaining Competitiveness **6 hours**

Concept of external competitiveness; External influence on compensation; Pay level and pay mix; Factors shaping external competitiveness - labor market factors, product market factors and ability to pay; Competitive pay policy; Pay-Mix Policy alternatives; compensation and motivation.

Unit VII: Current Practices in Nepal **6 hours**

Flexible benefits; National minimum wage; Commissions and sales staff; Profit sharing; Role of the government and unions in compensation; Retirement, healthcare, and social security concerns and issues; Benefit programs and compensating special groups; Issues in employee compensation administration and benefits management.

Basic Texts

1. Bhattachrya, D. K. *Compensation Management*. New Delhi: Oxford University Press.
2. Milkovich, G. T. and Newman, J. M. *Compensation.* New Delhi: Tata McGraw Hill.

References

1. Henderson, R. I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education.
2. Armstrong, M. *Employee Reward Management and Practice*. London: Bell & Brain.

HRM 452 Contemporary Issues in Human Resource Management

Course Objectives

The aim of this course is to familiarize students with current issues in HRM and contemporary challenges in the area. Students should have clear understanding of the complexities of organizational functioning and issues facing contemporary workplaces and in particular behavioural issues that occur within organizations.

Course Description

A range of topics have been selected to represent current and emerging trends and issues in HRM. The emphasis in this course is on building students' knowledge of the latest thinking about HRM and skills of critical analysis of the emerging HRM issues.

Course Outcomes

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

- Explain the concept of strategic HRM and the role of HR for strategic advantage;
- Discuss the changing context of work and HRM;
- Explain contemporary HR issues and developments and discuss their implications for organizations;
- Identify the talent management issues and explain the concept of employee engagement and its relationship with talent management;
- Explain the career management system and issues in organizations;
- Describe the concept and importance of employee counseling, mentoring, stress management, diversity management, compensation and reward management, and work-life integration as emerging critical issues for organizations;
- Analyze contemporary issues for the management of people in organizations including careerism, flexibility, involvement, and empowerment.

Course Contents

Unit I: Contemporary HRM Environment 5 hours

An overview of contemporary HRM; HRM environment analysis; The changing context of work; HRM in knowledge economy; HRM and organizational change including downsizing and outsourcing; Technological advances and workplace

Unit II: Strategic HRM 4 hours

Concept; Theoretical perspectives on SHRM; SHRM approaches; The changing nature and purpose of the HR profession; Sources of competitive advantages; Roles of HR for competitive advantage; Design of HR strategy; Balanced scorecard and HR scorecard; HRM and TQM

Unit III: Talent Management and Employee Engagement 4 hours

Concept of talent; Talent as a source of competitive advantage; Acquiring, retaining, nurturing and developing talent; Talent mapping; Employee engagement and its relationship with talent management; Strategies for "war for talent".

Unit IV: Career Management **5 hours**

Concept; Career stages; Career planning; Career development; Career management systems; Traditional and career development forces; Career management for specific HR issues; Organizational justice.

Unit V: Counseling and Mentor Relationship **6 hours**

Concept and importance of counseling; Counseling as a positive and constructive supervisory tool; Methods of counseling; Concept of mentoring; Mentoring relationship; Models and approaches; Outcomes of mentoring program; Barriers to mentoring; Issues in mentoring.

Unit VI: Stress Management and Bullying in the Workplace **10 hours**

Concept; Causes of workplace stress; Cognitive factors and stress; Self-appraisal for stress; Stress management techniques and strategies; Relaxation methods; Workplace bullying – concept; Synonyms that reflect the seriousness of bullying - Psychological violence, Psychological harassment, Personal harassment, Mobbing, Emotional abuse at work; Euphemisms intended to trivialize bullying and its impact on bullied people - incivility, disrespect, difficult people, personality conflict, negative conduct, ill treatment.

Unit VII: Work-Life Integration **5 hours**

Work-life Balance – concept, importance, measures and issues; Work-family conflict; Work-family culture; Flexible working practices; Flexi-time as a retention tool; Family-friendly workplace and policies; Work-life integration.

Unit VIII: Managing Diversity **5 hours**

Concept and objectives; Guiding principles; Strategic thinking and people-centred policies; Implementation of HR diversity policies; Multi-generational challenges in workplace; Developing a framework of HR diversity management; Major issues and objectives of HR diversity management

Unit IX: Key Issues **4 hours**

Key contemporary issues for the management of people in organizations including careerism, flexibility, involvement, empowerment and impact on careers; Knowledge work; Organizational justice; Measures of effectiveness of HR practices.

Basic Texts

1. Grobler, P. and Warnich, S. *Contemporary Issues in Human Resource Management*. New Delhi: Oxford University Press.
2. Redman, T. and Wilkinson A. *Contemporary Human Resource Management.* New Delhi: Prentice Hall of India.
3. Agrawala, T. *Strategic Human Resource Management*. New Delhi: Oxford University Press.

References

1. Sisson, K. and Storey, J. *The Realities of Human Resource Management: Managing the Employment Relationship.* Buckingham: Open University Press.
2. Burke, R.J. and Cooper, C. *Reinventing HRM: Challenges and New Directions*. London: Routledge.
3. Haldar, U. K. and Sarkar, J. *Human Resource Management*. New Delhi: Oxford University Press.

4. Bohlander, G. W. and Snell, S. A. *Principles of Human Resource Management*. New Delhi: Cengage Learning.

HRM 455 Performance Appraisal

Course Objectives

The basic objective of the course is to provide students with an overview of performance appraisal system and explain how performance is aligned with the strategic goal attainment of an organization. Performance appraisal is a powerful motivational aid effective for the individual being appraised – a chance for them to get some feedback, receive rewards and plan for the future. The basic aim of the course is therefore to establish a general understanding of the performance appraisal system in use and its relationship with the employee motivation and their performance.

Course Description

This course is an in-depth study of the various methods, alternatives, and process of performance appraisal. It provides different traditional as well modern techniques for the employees' performance appraisal. The course also deals with developing an effective performance appraisal system for business organizations and its effective implementation to facilitate equity, increased employees motivation and improved organizational performance.

Course Outcomes

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

- Acquire basic knowledge of performance appraisal, its objectives, approaches, benefits and problems;
- Identify and evaluate various methods and sources for the appraisal;
- Identify, compare and contrast the traditional and the modern approaches to performance appraisal;
- Be aware of the possible biases affecting the performance appraisal results;
- Develop and implement an effective performance appraisal system for organizations.

Course Contents

Unit I: Introduction 7 hours

An overview of performance appraisal; Role of appraisal in performance management; Objectives of performance appraisal; Steps to performance appraisal; Performance appraisal design; Approaches to performance appraisal; Potential benefits and problems associated with performance appraisals.

Unit II: Methods and Sources of Performance Appraisal 8 hours

Parties involved in performance appraisal; Appraisal methods and process - multi-appraisal, peer appraisal, subordinate appraisal, appraisal by external parties, self-appraisal, appraisal by customers and clients.

Unit III: Traditional Methods of Performance Appraisal 10 hours

Straight ranking method; Paired comparison techniques; Man-to-man comparison; Grading method; Graphic or linear rating scale; Forced choice description method; Checklist method; Critical incident method; Work standard approach; Group appraisal method; Field review method.

Unit IV: Modern Alternatives to Performance Appraisal 10 hours

Appraisal by results and objectives (MBO) – concept, advantages and disadvantages; Steps followed in MBO-based appraisal; The 360-degree appraisal; Potential appraisal – concept and techniques of potential appraisal.

Unit V: Potential Problems in Performance Appraisal 7 hours

Opposition to evaluation; Halo effects; Leniency or strictness error: Error of strictness, Central tendency error, Recency effect, Contrast error, Similarity effect; Methods of minimizing these errors and biases.

Unit VI: Implementation of Performance Appraisal System 6 hours

Frequency of appraisal; Briefing; Training; Pilot study; Cascade approach; Encouraging employee involvement; Monitoring and reviewing performance appraisal system; The appraisal interview; Counseling employees with problems.

Basic Texts

1. Bhattacharya, D. K. *Performance Management Systems and Strategies*. New Delhi: Pearson Education.
2. Anderson, G. C. *Managing Performance Appraisal System*. Blackwell Publishers.

References

1. Rao, T. V. *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.* New Delhi: Response Books.
2. Aguinis, H. *Performance Management*. New Delhi: Pearson Education.

HRM 454 Negotiation and Conflict Management

Course Objectives

The main focus of the course is to build a general understanding of students about negotiation and conflict management in the organizational context. The course also aims to develop the ability of students to diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more effective negotiations. This course is also helpful to students in building their confidence and skills regarding negotiation and conflict resolution in a variety of business contexts.

Course Description

This course deals with negotiation – strategies and styles – within an employment context. In addition to conceptual understanding, students are expected to identify and diagnose the nature and types of conflict situations and negotiation processes, and develop the strategy accordingly. The course identifies the various types of barriers and also provides some remedial measures for negotiation and conflict management. To provide better understanding, the course also raises some other relevant issues and presents some practices of negotiation and conflict management.

Course Outcomes

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

- Understand the central concepts of negotiation and conflict;
- Identify the conflict situations in the workplace;
- Effectively diagnose, plan and develop strategy for different types of negotiation situations;
- Develop negotiating skills and confidence in a variety of contexts;
- Describe key attributes of alternative dispute resolution procedures such as the mediation process;
- Know various barriers to effective negotiation process and ways of overcoming them;
- Understand the nature of conflict under various contexts and cultures and also understand the approaches to negotiate them;
- Know issues related to negotiation and conflict management and contribute in negotiation and conflict management resolution process.

Course Contents

Unit I: Introduction 7 hours

Concept and nature of conflict; Conflict as a process; Effects of conflict; Concept, nature and characteristics of negotiation; Relevance of conflict management and negotiation skill for organizations; Framing issues in negotiation.

Unit II: Conflict Management 8 hours

Conditions creating conflict situation; Harnessing diversity and differences; Strategies that avoid escalation of conflict; Communication skills for conflict resolution; Win-win negotiating; Do no harm strategy, Issues in conflict management.

Unit III: Types of Negotiation **9 hours**

Distributive negotiation; Negotiating strategy; Stages in the distributive negotiation process; Tactics of distributive negotiation; Integrative negotiation; Stages in integrative negotiation process; Facilitating successful integrative negotiation; Cognitive biases in negotiation; Tactics of integrative negotiation.

Unit IV: Managing the Negotiation Process **6 hours**

Preparing for Negotiation; Developing a strategy; Getting started; Building understanding; Bargaining; Closing; Ethics in negotiation.

Unit V: Barriers to Negotiation **9 hours**

Die-hard bargainers; Lack of trust; Information vacuums and the negotiator's dilemma; Structural impediments; Spoilers; Difference in gender and culture; Difficulty in communication, The power of dialogue; Recognizing and overcoming barriers to negotiation.

Unit VI: Negotiation Among Cultures **9 hours**

Understanding different cultures; Adopting culture specific strategies; International and cross-cultural negotiation; Bargaining in multiple parties and teams; Differences between group and multiparty negotiations; Managing multiparty negotiations; Third-party approaches.

Basic Texts

1. Roy, J. L., David, M. S., Barry, B., & Minton, J. W. *Essentials of Negotiation.* Boston: Irwin/McGraw-Hill.
2. Laws, A. *Negotiations,* Hyderabad: Orion Printers Pvt. Ltd.

References

1. Harvard Business Essentials Series. *Negotiation.* Harvard Business School Publishing Corporation.
2. Hiltrop, J. M. & Udall, S. *The Essence of Negotiation*. New Delhi: Prentice–Hall of India.
3. Moore, C. W. *The Mediation Process*. Jossey-Bass.
4. Ury, W. Getting Past No: *Negotiating with Difficult People*. Bantam.
5. Raiffa, H. *The Art and Science of Negotiation.* Harvard University Press.

HRM 456 Human Resource Development

Course Objectives

This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. This course focuses on strategies for assessing, designing, and implementing training and organizational development efforts that positively impact the performance of the individual and the work group.

Course Description

The course provides an overview of change interventions, including training and staff development; succession planning and performance management; factors that influence HRD; the consulting role and skills of the HRD professional, including facilitation and group dynamics; and the trends in HRD, such as human performance technology and the work out process model.

Course Outcomes

After completion of the course, students should be able to:

- Define Human Resources Development and explain its growth as a sub-set of Human Resources Management;
- Identify and discuss the concept of learning including (a) major theories of learning, (b) issues to be considered in order to maximize learning, (c) the factors that affect the transfer of training, (d) differences among learners, and (e) organizational learning.
- Explain the methods used in assessing HRD needs;
- Discuss the concept and methods of designing, delivering and evaluating training programs;
- Explain methods for coaching, counseling, mentoring, career development programs;
- Discuss the concept and methods of industry-academia collaboration for developing human capital.

Course Contents

Unit I: Introduction to Human Resource Development 6 hours

Concept of human resource development (HRD) and its features; Relationship between HRM and HRD; HRD mechanisms, processes and outcomes; Roles and competencies of HRD professionals; Current trends in HRD; Challenges in HRD.

Unit II: Learning and HRD 8 hours

Learning and training; The forces influencing working and learning; Individual differences in the learning process; Learning theories and strategies; Implications of learning theories for effective HRD programs; Recent developments in learning – organizational learning.

Unit III: Designing, Delivering and Evaluating Training Programs 10 hours

Business goals versus training; Different phases of training; Identifying and analyzing training needs – organizational, task and person analysis; Setting out the training objectives and action plans; Training delivery methods; Evaluating a Training Program – concept, purposes and principles of training evaluation; Methods of training evaluation; Data

collection for training evaluation; Ascertaining the reactions of the participants; Measuring the participants' learning: Knowledge, skills and changes in attitudes and values.

Unit IV: Coaching, Mentoring and Performance Management 7 hours

Coaching - concept, objectives, prerequisites and benefits; Differences between coaching and training; Competencies of coaches; Management support in coaching; Mentoring - concept and benefits; Mentoring versus coaching; Implementing mentoring practices; Performance management - concept and purposes of performance evaluation; Human factors influencing performance; Framework of performance evaluation; The feedback interview; Linking performance evaluation with development and rewards; Problems in performance evaluation.

Unit V: Counseling 5 hours

Concept, benefits and prerequisites of employee counseling; Differences between counseling and coaching; Guidelines for effective counseling; Counseling need symptoms; Types of counseling; Employee Assistance Programs ; Employee Wellness and Health Programs ; Managing stress through counseling; Issues in counseling.

Unit VI: Career Planning and Development 7 hours

Concept of career; Career stages; Matching personality and career choice; Career development for recent hires, career development during midcareer and career development for preretirement; Career planning and pathing; Managing dual careers; Managing second half of life.

Unit VII: Developing Collaboration 5 hours

Industry and academia collaboration: Concept, benefits and challenges; Guidelines for effective collaboration; Assessment of industry-academia collaboration efforts for developing human capital in Nepal.

Basic Texts

1. Haldar, U. K. *Human Resource Development*. New Delhi: Oxford University Press.
2. Werner, J. M., & DeSimone, R. L. *Human Resource Development*. New Delhi: CENGAGE Learning.

References

1. Mankin, D. *Human Resource Development*. New Delhi: Oxford University Press.
2. Rishipal. *Training and Development Methods*. New Delhi: S. Chand.
3. Armstrong, M. *Armstrong's Handbook of Human Resource Practice*. London: Kogan Page.
4. Agochiya, D. *Every Trainer's Handbook*. New Delhi: Sage Publication.
5. Ivancevich, J. M., & Hoon, L. S. *Human Resource Management in Asia*. Singapore: McGraw Hill.

Concentration

Small Business and Entrepreneurship

SBE 461 Small Business Entrepreneurship

Course Objectives

The main objective of this course is to impart students the knowledge and skills of entrepreneurial small businesses so that students may successfully apply them to start and manage such businesses as a career option or help and advice their owners and managers for smooth operations.

Course Description

To achieve the objective, this course deals with the nature, role and ethics of small business, characteristic features of entrepreneurs, business ideas, options for starting of small business, small business strategies, business plan, small business marketing, small business management and small business accounting and finance.

Course Outcomes

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

- Understand the fundamentals small business entrepreneurship
- Recognize opportunity and generate ideas for small business
- Use the skills of starting up a small business
- Develop small business strategies and plan
- Appreciate the need for business advice and assistance
- Consider the issues small business management
- Comprehend the need for small business accounting and finance

Course Contents

Unit I: Introduction **6 hours**

Concept of small business; Characteristics of small business; Advantages and disadvantages of small business; Small businesses *versus* high growth ventures; Small business owners *versus* entrepreneurs; Motivation for choosing size; Opportunities and rewards for starting small business; Starting a small business: entry competencies; Factors affecting success and failure of small business; Role of small business in the Nepalese economy; Small business ethics.

Unit II: Small Business Ideas **4 hours**

Sources of business ideas; Screening ideas; Ideas, opportunities and creativity: innovative frame of mind; Avoiding pitfalls; Types of innovations in small businesses; Feasibility of an idea: pilot testing; Methods of being creative

Unit III: Starting up Small Business **7 hours**

Starting a part-time business: significance, types and success factors; Starting a full-time business: new, purchasing and franchising; Starting a new business: advantages and disadvantages, increasing chance of success; Purchasing an existing business: advantages and disadvantages, determining value of business and structuring the deal; Franchising: advantages and disadvantages, franchising opportunities and legal considerations

Unit IV: Small Business Strategies and Business Plan 6 hours

Strategy in small business; Small business strategy process: pre-strategy, benefits, strategy selection and competitive strategy; Life cycle and business strategy; Concept of business plan; Key element of business plan: vision and mission statements, elevator pitch, executive summary and business plans; Strategizing for business plan; Contents of business plan; Presenting business plan

Unit V: Business Advice and Assistance 5 hours

Concept of business advisor; Types of professional advisor; Advisory styles; Sourcing advisors; Choosing a professional advisor; Forms of support for new and small business in Nepal; Government assistance; Private sector assistance; Assistance from INGOs and NGOs; Business incubation and incubators

Unit VI: Small Business Marketing 7 hours

Product and pricing strategies; Promotion strategies: determining value proposition, market segmentation, developing message, conveying message; Process of personal selling; Customer relationship management: strategies and steps; Distribution: direct marketing, Internet, distribution issues for direct marketing and non-direct marketing, Accessing market for small business.

Unit VII: Small Business Management 5 hours

Forms of small business organizations and their relative advantages and disadvantages; Organization structure; Acquisition of staff; Management process; Concept of operations management; Operations management process; Physical site factors: premises, location and layout; Inventory and supply management

Unit VIII: Small Business Accounting and Finance 8 hours

Need of accounting for small business; Setting up accounting system; Financial reports; Uses of financial accounting; Managing cash flow; Preventing cash flow problems; Sources of small business financing: Access, Cost of financing, Transaction Cost, Issues and challenges, Choosing right source of financing; Managing receivables and inventory; Budget for small business

Basic Text

Katz, J. and Green, R.. *Entrepreneurial Small Business*. New Delhi: Tata McGraw-Hill Education.

References

1. Shaper, M., Volery, T., Weber, P., & Lewis, K. *Entrepreneurship and Small Business.* New Delhi: Wiley India.
2. Zimmerer, T. W. and Scarborough, N. M. *Essentials of Entrepreneurship and Small Business Management*. New Delhi: Prentice-Hall of India Ltd.
3. Roy, R. *Entrepreneurship*. New Delhi: Oxford University Press.
4. Khanka, S. S. *Entrepreneurial Development,* New Delhi: S. Chand.

SBE 462 Small Business Finance

Course Objectives

This course is designed for students seeking a full understanding of the financial aspects and issues of a small business. By looking at financial statements, forecasts, budgeting and breakeven analysis, the student will gain a solid foundation of the financial concepts and skills necessary for the launching and operating a small business.

Course Description

This course deals with the fundamentals of small business finance, preparing financial statements, evaluating operating and financial performance, managing cash flows, costs of capital, Creating and recognizing venture value, professional venture capital, other financial alternatives and financial distress.

Course Outcomes

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

- Understand the fundamentals of small business finance;
- Prepare and use small business financial statements;
- Evaluate operating and financial performance of small business;
- Manage small business cash flows;
- Determine costs of financial capital;
- Create and recognize venture value;
- Know professional venture capital; and
- Use alternative financing and resolve financial distress

Course Contents

Unit I: Introduction 5 hours

Concept and nature of small business finance; Organizing and financing a small business; Forms of small business organization; Choosing a form of organization and its tax and other considerations; Seed, start-up and first round financing sources: financial bootstrapping, Business angel funding and first-round financing opportunities.

Unit II: Preparing and Using Financial Statements 7 hours

Obtaining and recording necessary resources for small business; Business assets, liabilities and equity; Sales, expenses and profits; Internal operating schedules; Statement of cash flows; Operating and survival break even analysis; Identifying break even drivers in revenue projections.

Unit III: Evaluating Operating and Financial Performance 7 hours

Concept and need of operating and financial performance; Operating and financial performance measures by stages of life cycle; Financial ratios; Cash burn rates and liquidity ratios; Measuring financial leverage ratios; Profitability and efficiency ratios; Industry comparable ratio analysis.

Unit IV: Managing Cash Flows **6 hours**

Financial Planning throughout venture life cycle; Surviving in the short run; Short-term cash planning; Projected monthly financial statements; Cash planning from projected monthly financial statements; Conversion period ratios.

Unit V: Costs of Financial Capital **5 hours**

Implicit and explicit financial capital costs; Determining the cost of debt capital; Concept and measures of investment risks; Estimation of cost of equity capital; Weighted average cost of capital; Life cycle weighted average cost of capital.

Unit VI: Creating and Recognizing Venture Value **6 hours**

Concept of venture worth; Basic mechanics of valuation; Required versus surplus cash; Just-in-time equity valuation; Accounting versus equity valuation cash flows; Basic venture capital valuation method; Earning multipliers and discounted dividends.

Unit VII: Professional Venture Capital **6 hours**

Concept and nature of professional venture capital; Professional venture investing cycle; Determining fund objectives and policies; Organizing new fund; Soliciting investments in new funds; Obtaining commitments for a series of capital calls; Conducting due diligence and actively investing; Arranging harvests or liquidation; Distributing cash and securities proceeds.

Unit VIII: Other Financing Alternatives and Financial Distress **6 hours**

Facilitators, consultants and intermediaries; Commercial and venture bank lending; Credit cards; Government financing programs; Receivables lending and factoring; Debt, debt substitutes and direct offerings; Concept and nature of financial distress; Resolving financial distress.

Basic Text

Leach, J. C., and Melicher, R. W. Entrepreneurial *Finance.* New Delhi: South-Western.

References

1. Leach, J. C. and Melicher, Ronald W. *Finance for Entrepreneurs.* New Delhi: Cengage Learning.
2. Smith, J. K., Smith, R. L. and Bliss, R. T. *Entrepreneurial Finance: Strategy, Valuation and Deal Structure*. California: Stanford University Press.
3. Ahmed, R. *Rural Banking and Economic Development*. New Delhi: Mittal publications.

SBE 465 Social Entrepreneurship

Course Objectives
The main objective of this course is to impart students with the fundamental knowledge social entrepreneurship and the skills to require for launching, managing and achieving growth of social enterprise as a career option.

Course Description
This course deals with a number of topics such as the concepts of social entrepreneurship and social entrepreneurs, social entrepreneurship ideas and opportunities, developing concept of social enterprise and social enterprise business plan, social enterprise fundraising and marketing, and social enterprise launch, growth and goal attainment

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

- Understand the fundamentals of social entrepreneurship;
- Know social entrepreneurs;
- Recognize opportunities and generate ideas of social enterprises;
- Develop social enterprise concepts and models;
- Identify and analyze entrepreneurial opportunities;
- Write social venture plans;
- Measure social value; and
- Launch social enterprise and prepare for its growth

Course Contents

Unit I: Introduction **5 hours**
Nature and concept of social entrepreneurship; Myths about social entrepreneurship; Emergence of social entrepreneurship as global movement; Pioneers of social entrepreneurship; Process of social entrepreneurship; Growth of social entrepreneurship; Theories of social entrepreneurship; The forces on social entrepreneurship.

Unit II: Social Entrepreneurs **5 hours**
Social entrepreneurs: concept, traits, and characteristics of successful social entrepreneurs, functions; Difference between social entrepreneurs, business entrepreneurs, government and activism; Examples of world renowned social entrepreneurs.

Unit III: Ideas and Opportunities **6 hours**
Introduction to social entrepreneurship ideas and opportunities; Creative process of social entrepreneurship: access to information, utilization of information, creativity and ideas; Moving from ideas to opportunities; Sources of opportunities.

Unit IV: Developing Social Enterprise Concept **5 hours**
Introduction to social enterprise concept; Social enterprise mission; Business models; Types of business model; Threats to business model.

Unit V: Social Enterprise Business Plans **5 hours**

Concept of business plan; Business plan summary; Description of the enterprise; The team; The market and industry; Marketing and fundraising; Financial plan; Goals and objectives with a timeline; Risk assessment; Supporting document; Pitfalls.

Unit VI: Measuring Social Value **5 hours**

Concept of social value; Need for measuring social value; Methods of measuring social value; Social return on investment; Measuring vulnerability and efficiency of social enterprise; Organizational effectiveness of social enterprise.

Unit VII: Entrepreneurial Fundraising and Marketing **7 hours**

Introduction; Types of fundraising; Personal relationships; Direct mail; Fundraising events; Tele-funding; Traditional media; Virtual means; Spending of raised funds; fundraising strategies; Social enterprise marketing; Steps in building social enterprise marketing strategy; Social enterprise messages; Pricing.

Unit VIII: Launch, Growth and Goal Attainment **7 hours**

Introduction; Preparing for growth; Substitutes for service; Socioeconomic and demographic changes; Public policy shifts; Bargaining power of sellers and buyers; Social enterprise growth strategies; Myths about growth; Challenges of growth and change; Growth and risk; End of the social entrepreneurship process.

Basic Texts

Brooks, A. C. *Social Entrepreneurship: A Modern Approach to Social Value Creation*. New Delhi: Prentice-Hall India Ltd.

References

1. Bornstein, D. and Davis, S. *Social Entrepreneurship: What Everyone Needs to Know.* New Delhi: Oxford University Press.
2. Gunn, R. and Durkin, C. *Social Entrepreneurship: A Skills Approach*. Bristol: The Policy Press.

SBE 466 Venture Ideas and Models

Course Objectives
Creating a new business is a challenging and complex task. The road to entrepreneurial success is long, winding and strewn with pitfalls, obstacles and blind turns. The risks of starting a new business are high, as illustrated by the high failure rates for new ventures. This course provides students with an applied, practical exposure focusing on the development, testing, and validation of business models in support of new venture creation.

Course Description
The New Venture Development course helps students to develop their critical and analytical skills necessary to form and then launch a viable and sustainable new venture. The ability to identify and act on a promising opportunity as well as good management practice is critical for a new venture. This course will enable students to discover their unique talent for entrepreneurship as well as ensuring the business model fits the identified opportunity.

Course Outcomes
At the end of the course, students learn how to use a business model to brainstorm and design each part of their venture, from customer experience to early product development. Specific skill development and issues covered include:

- Opportunity Identification - Articulating the problem to be solved and the potential benefit to the customer;
- Customer Discovery - Testing your assumptions about the alignment between your product offering and targeted market through interviews and surveys with early potential customers;
- Value Proposition - Synthesizing the unique benefits of new offerings through comparisons with the competition in the marketplace;
- Early Product Development - Building minimal viable products to test customer acceptance;
- Profit Models - Identifying revenue sources while minimizing cost factors;
- Business Model Development - Turning your new venture idea into a business model designed to test and validate assumptions about what it takes to build repeatable and scalable business;
- Startup Metrics - Identifying critical indicators for benchmarking, measuring, and monitoring.

Course Contents
This course links theory and practice in providing hands-on experience in the creation and development of a new venture. Students, individually and in teams, take a multidisciplinary approach to the preparation and presentation of a professional business plan.

In the process, the course focuses on developing skills conducive to venture success, including team building, organizing, planning, integrating, and persuading. In addition, students will analyze several business plans. Also, external experts will provide advice and insight on business plan development and related matters.

The following themes or topics are included:

- The basics of new venture ideas and model building

- Opportunity identification
- Risk assessment
- Venture model building
- Customer understanding and business models
- Venture Plan preparation
- Market entry strategy
- Survival and growth strategy

References

1. Blundel, R., & Lockett, N. *Exploring Entrepreneurship: Practices and Perspectives*. New Delhi: Oxford University Press.
2. Timmons, J. A., & Seinelli, S. *New Venture Creation: Entrepreneurship for the 21st Century*. Irwin McGraw Hill.
3. Roy, R. *Entrepreneurship*. New Delhi: Oxford University Press.
4. Khanka, S. S. *Entrepreneurial Development*. New Delhi: S. Chand.

SBE 464 Retail Management

Course Objectives

This course will enable students to be familiar with the concept of retail management and develop decision making skills related to retailing. It examines how marketing and operational strategies can be utilized by retailers to improve performance in a highly competitive and rapidly changing environment. The strategic planning process will be explored from the perspectives of both small and large retailers.

Course Description

This course will examine key functional areas within a retail business including retail consumer behaviour, market segmentation, merchandise planning, store design and layout, financial strategy, supply chain management and customer relationships. The understanding of these functional areas will illustrate how retailers can adapt to the competitive and continually changing environment by formulating strategies, which result in profitable performance. Environmental analysis, strategy development, implementation and control issues will provide a framework for the course.

Course Outcomes

Upon successful completion of this course, students should be able to:

- Discuss the concept and importance of retail management in the context of Nepal;
- Explain current retailing trends based on consumer, legal and competitive environments;
- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
- Assess current Nepalese retail practices in their ability to respond to environmental trends.

Course contents

Unit I: Introduction 8 hours

Concept and significance of retailing, functions and activities of retailing, types of retailers, retailers characteristics, multichannel retailing, retail business in the Nepalese context: rural and urban

Unit II: Retail Consumer Behaviors and Market Segmentation 6 hours

Consumer behavior: Buying process, social factors influencing the buying process, consumer's images of retail stores; Market segmentation: criteria for evaluating market segments, approaches for segmenting markets, composite of segmentation approaches.

Unit III: Retailing Strategy 8 hours

Definition, target market and retail format, building a sustainable competitive advantages (CRM), relationship with suppliers, efficiency of internal operation, retail location strategy, growth strategies (market penetration, market expansion, and diversification)

Unit IV: Financial Strategy and Retail Pricing 8 hours

Objective and goals, funding retail ventures, and raising capital, profit planning, budgeting, financial statements, financial analysis (cash flow analysis, ratio analysis, comparative financial statement analysis), merchandise turnover (importance and methods of averaging stock); retail pricing concept, influencing factors for pricing, retail pricing approaches and strategies, setting retail prices

Unit V: Merchandise Management and Store Management 8 hours

Merchandise management (merchandise mix, planning, managing inventory turnover, and management process); merchandise acquisition, control, and handling; merchandise management system; store management responsibilities, role of store manager (leadership, orientation and motivation, and setting goals or quotas), store layout and design, store atmosphere and space management

Unit VI: Supply Chain Management and Information System 6 hours

Supply chain and strategic advantage, the flow of information and products in supply chain, distribution centers and their activities, pull and push supply chain, collaboration between retailers and vendors in supply chain management, emerging retail technologies

Unit VII: Retail Communication Mix 4 hours

Introduction, value of brand image, selection of promotion mix (advertising, sales promotion, personal selling, direct marketing, online marketing, and publicity); planning the retail communication program.

Basic Texts

1. Levy, M., & Barton A. Weitz: *Retailing Management*, New York: McGraw-Hill Companies Inc.
2. Bajaj, C., Tuli, R., & Sirvastava, N. V. *Retail Management*. New Delhi: Oxford University Press.

References

1. Sinha, P. K., & Uniyal, D. P. *Managing Retailing*, New Delhi: Oxford University Press.
2. Pradhan. S. *Retailing Management*, New Delhi: Tata McGraw-Hill.

SBE 463 Rural Marketing

Course Objectives

The importance of rural markets for all kinds of products and services has been growing in Nepal in the last two decades. The huge income shift taking place in rural Nepal with the burgeoning rural middle class with high purchasing power and aspiration has meant that business firms can no longer ignore rural markets. Today, business firms are talking about going rural. And there is a growing demand for skilled and trained human resources willing to work in the rural space. The main objective of this course is therefore to introduce students to the concept and importance of rural marketing in the Nepalese context.

The objective of the course is to provide conceptual understanding on the rural marketing with special reference to Nepalese context and develop skills required for planning of rural products. This course gives immense opportunities to understand the rural sector marketing strategies and marketing of both agricultural and allied sector products in rural areas.

Course Description

The course deals with subjects like the scope and features of Nepalese rural market, rural marketing environment, rural consumer buying behavior, channels and competition, and rural marketing strategies.

Course Outcomes

After completion of the course, students should be able to:

- Explain the concept and significance of rural marketing;
- Describe rural marketing environment;
- Analyze the rural market potential;
- Perform rural market and competitive analysis;
- Analyze the characteristics of rural consumers and their buying behavior;
- Identify and discuss problems and issues in rural marketing;
- Explain the existing status and situation of infrastructure, development programs and rural credit institutions;
- Develop rural distribution and marketing strategies.

Course Contents

Unit I: Introduction **4 hours**

Definition and scope of rural marketing; Concepts and components of rural markets; Classification of rural markets; Rural versus urban markets.

Unit II: Rural Marketing Environment **10 hours**

Population; Occupation pattern; Income generation; Location of rural population; Expenditure pattern; Literacy level; Land distribution; Land use pattern; Irrigation; Rural development policies and programs; Rural industries; Service delivery system and infrastructure facilities; Rural credit institutions; Rural retail outlets; Print media in rural areas; Rural areas requirement; Problems in rural marketing; Rural demand.

Unit III: Rural Consumer Behavior **6 hours**

Consumer buying behavior models; Factors affecting consumer behavior - social factors, technological factors, economic factors and political factors.

Unit IV: Characteristics of Rural Consumer **8 hours**

Understanding rural consumers; Age and stages of the life cycle; Occupation and income; Economic circumstances; Lifestyle, personality and brand belief; Information search and pre purchase evaluation; Rise of consumerism; Consumer buying process; Opinion leadership process; Brand loyalty.

Unit V: Rural Marketing Strategies **6 hours**

Segmenting; Targeting and positioning; Product strategy; New product development; Branding in rural Nepal.

Unit VI: Distribution Strategy **10 hours**

Accessing rural markets; Coverage status in rural markets; Channels of distribution; Evolution of rural distribution systems - wholesaling, rural retail system, vans, rural mobile traders, *Haat Bazaars*; Non Conventional methods of reaching rural markets; Public distribution system; Co-operative societies; Behavior of the channel; Prevalent rural distribution models - distribution models of FMCG companies.

Unit VII: Other Issues **4 hours**

Rural communication; Role of technology in rural marketing; Role of below the line activities; Agri-marketing; Supply chain in rural marketing; Social marketing and communication.

Basic Texts

1. Velayudhan, S. K. *Rural Marketing Response*. New Delhi: SAGE Publication.
2. Kashyap, P., & Raut, S. *Rural Marketing*. New Delhi: Biztantra.

Reference

Krishnamacharyulu, C. G., & Ramakrishnan, L. *Rural Marketing*. New Delhi: Pearson Education.

CONCENTRATION

Finance

FIN 431 Corporate Finance

Course Objectives
The objective of this course is to provide students an understanding of concepts and theories of corporate finance and develop skills to analyse issues in corporate finance for sound financing decisions in businesses.

Course Description
This course offers students advance knowledge on corporate finance and equip them with additional tools and techniques of corporate finance so as to prepare them to analyze financing problems in a wider context. This course deals with introduction to corporate finance, short-term financing, lease financing, long-term financing, convertibles, exchangeables and warrants, and capital structure determination.

Course Outcomes
By the completion of this course, the students should be able to:

- understand the nature of corporate finance along with determinants of optimal capital structure and ethical issues in corporate financing;
- evaluate different options for short-term financing;
- make a choice between the leasing versus buying alternatives;
- evaluate different alternatives for long-term financing;
- analyze warrants and convertibles as options of financing; and
- determine capital structure that enhances the value of the firm.

Course Contents

Unit I: Introduction to Corporate Finance 3 hours
Nature and significance of corporate finance; financial markets and the corporation; determinants of optimal capital structure; and business ethics and corporate social responsibility in financing decisions.

Unit II: Short-term Financing 8 hours
Need for short-term financing: short-term versus long-term financing; unsecured short-term financing: accruals and deferred income, trade credit, short-term bank loan, commercial paper; secured short-term financing: inventory financing - floating liens, chattel mortgage, trust receipt loan, field and terminal warehouse receipt loan, accounts receivable financing – pledging account receivables, and factoring account receivables.

Unit III: Term Loan and Lease Financing 8 hours
Term loan: features and sources; lease financing: meaning and forms of lease financing, evaluating lease financing in relation to debt financing - return to lessor, equilibrium annual lease payment, present value of lease alternative, present value of borrowing alternative, and factors affecting lease versus purchase decisions.

Unit IV: Long-term Debt and Preferred Stock Financing 8 hours
Features of long-term debt; secured and unsecured bonds; major provisions of preferred stock issues; the use of preferred stock in financing decision; comparative advantages and

disadvantages of long-term debt, bond and preferred stock; and refunding decisions on debt and preferred stock.

Unit V: Common Stock Financing 5 hours

Common stock financing: rights of holder of common stock: nature of voting rights, cumulative voting, pre-emptive right; methods of selling common stocks: public offering, right offering, private placement; comparative advantages and disadvantages of common stock financing; and concept of venture capital financing.

Unit VI: Convertibles, Exchangeables and Warrants 8 hours

Convertible securities: conversion price and conversion ratio, conversion value and premium over conversion value, other features, financing with convertibles, forcing conversion; value of convertible securities: debt-plus-option characteristic, straight bond value, premiums, relationship among premiums; exchangeable bonds: features, use in financing; warrants: features, valuation of a warrant, premium over theoretical value, and relationship between values.

Unit VII: Capital Structure Determination 8 hours

A conceptual look: net operating income approach, traditional approach; the total-value approach: arbitrage support; presence of market imperfection and incentive issues; the effect of taxes; taxes and market imperfection combined; financial signalling; and pecking order approach.

Basic Texts

1. Van Horne, J. C., Wachowicz, J. M., & Bhaduri, S. N. *Fundamentals of financial management*. New Delhi: Pearson Education.
2. Ross, S. A., Westerfield, R. W., & Jordan, B. D.. *Fundamentals of corporate finance*. New Delhi: Tata McGraw-Hill Education India.

References

1. Brigham, E. F., & Houston, J. F. *Fundamentals of financial management*. New Delhi: Cenage Learning India Pvt. Ltd.
2. Paudel, R. B., Baral, K. J. Gautam, R. R., & Rana, S. B. *Financial management*. Kathmandu: Asmita Book Publishers and Distributors.
3. Pradhan, R. S. *Capital structure management*. Kathmandu: Landmark Publications.

FIN 432 Microfinance

Course Objectives

The purpose of the course is to provide students the principles and practices of microfinance institutions and microfinance services. The course also emphasizes on improving skills of the students to prepare microenterprises business plan for self-employment opportunities.

Course Description

This course provides an understanding of the basic principles, practices and services of microfinance industry. It begins with an introduction to microfinance in general and microfinance lending models in particular. Then it proceeds to discussion of various types microfinance institutions and explores their role in development of different sectors of an economy. The course also gives an overview of regulatory regime of microfinance in Nepal. Finally, it deals with entrepreneurship and develop business plan suitable for micro financing.

Course Outcomes

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

- explain the nature of microfinance and microfinance models;
- identify the role of microfinance institutions in social and economic development;
- choose appropriate model of microfinance institutions and develop microfinance products;
- familiarize with the microfinance programs in Nepal and appreciate their role in different aspects of national development;
- understand the rules and regulations of microfinance industry in Nepal and apply them in the establishment and operation of microfinance institutions in Nepal;
- prepare micro/ small enterprise business plan; and
- demonstrate ability to conduct the case studies of microfinance institutions.

Course Contents

Unit I: Introduction to Microfinance 6 hours

Concept and meaning of microfinance; history of microfinance; need of microfinance; key principles of microfinance; microfinance client; microfinance products: microcredit, micro saving, micro insurance, payment and transfers; and distinction between traditional financing and micro financing.

Unit II: Micro Entrepreneur and Microfinance 6 hours

Concept and importance of micro enterprises and entrepreneurs; business plan for micro enterprises, preparation of business plan.

Unit III: Microfinance Credit Lending Models 6 hours

Individual lending model; Grameen Bank solidarity lending model; village banking model; cooperative model; self-help group model; rotating savings and credit association, and lending models in Nepal: wholesale lending – RSRF and RMDC, retail lending.

Unit IV: Microfinance Institutions **6 hours**

Objectives of the microfinance institutions; importance of microfinance institutions; attributes of a good microfinance institutions; institutional types; formal financial institutions; semiformal financial institutions; and informal financial providers.

Unit V: Microfinance and Development **4 hours**

Microfinance and women empowerment; microfinance and health; microfinance and microenterprise development; microfinance and education; microfinance and networking; micro insurance policies and practices; and challenges and way outs.

Unit VI: Microfinance in Nepal **8 hours**

National microcredit policy; poverty and microfinance in Nepal; development of microfinance sector in Nepal; preview of microfinance models in Nepal; and critical elements of success in Nepal's micro financing.

Unit VI: Regulations of Microfinance Institutions **6 hours**

Need for regulation; regulations of microfinance industry and small enterprises: registration, operation and reporting; regulating authorities; and relevant acts and byelaws.

Unit VII: Processes and Interest Rates for Microfinance **6 hours**

Sources and process of microfinance; Challenges and difficulties in the process; Cost of finance: interest rate, subsidy schemes and plans, transaction costs for micro entrepreneurs, challenges in costs and interest rate, and way outs.

References

1. Ledgerwood, J. *The new microfinance handbook*. Washington, DC: The World Bank.
2. Panda, D. K. *Understanding microfinance*. New Delhi: Wiley India.
3. Marguerite S. R. *The microfinance revolution*. Washington, DC: The World Bank.
4. Shah, R. K. *Microfinance in Nepal.* New Delhi: Serials Publications.
5. Agrawal, G. R. *Entrepreneurship development in Nepal*. Kathmandu: MK Publishers and Distributors.
6. Sharma, P. R. *Impact of microfinance on women empowerment.* Pokhara: Team Organizing Local Institution.
7. Sharma, P. R. *Sustainability of microfinance institutions: an opinion survey*. Pokhara: Team Organizing Local Institution.
8. Government of Nepal. *National microcredit policy 2007*. Kathmandu: Nepal Rastra Bank.
9. Hisrich, R. D. Peters, M. P., & Shepherd, D. A. *Entrepreneurship*. New Delhi: Tata McGraw Hill Education.

FIN 433 Investment Management

Course Objectives

The course aims to provide students the fundamental knowledge on investing in securities. Specifically, it aims at enabling students to understand financial markets, identify securities for investment, estimate risk and return from the securities and appraise them to form portfolio for investment.

Course Description

This course being the first course in investments begins with a broad overview of investment environment and covers different investment alternatives and their markets. Then it deals with the risk and return of an individual asset as well as that of portfolios, and the selection of optimal portfolio. It discusses how assets are priced by using capital assets pricing model. Finally, it deals with how debt and equity securities are valued for investment decision making purpose.

Course Outcomes

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

- understand investment environment in which they have to undertake investment decisions;
- classify assets on the basis of their features for investment purpose;
- construct stock market indexes and interpret them;
- understand how securities are issued in the market and how they are traded in exchanges;
- calculate risk and return on of an individual asset and that of a portfolio;
- diversify risk by creating efficient portfolios;
- price securities using capital assets pricing model;
- value bonds and calculate yields on bonds; and
- value common stocks using dividend discount models and price-earning models.

Course Contents

Unit I: Investment Environment **4 hours**

Meaning of investment; investment alternatives; securities markets; securities market institutions; investment process; the risk-return trade-off; ethical issues in investing, and Nepalese investment environment.

Unit II: Assets Classes and Financial Instruments **8 hours**

The money market: treasury bills, certificates of deposit, commercial paper, bankers' acceptance, Eurodollars, the Libor rate, yield on money market instruments; the bond market: treasury notes and bonds, inflation-protected treasury bonds, federal agency bonds, international bonds, municipal bonds, corporate bonds, mortgages and mortgage-backed securities; equity securities: common stock – characteristics and listing, preferred stock, depository receipts; stock and bond market indexes: stock market indexes – price-weighted index, value-weighted index, equally-weighted index; Nepal Stock Exchange index, bond market indicators; and derivative markets.

Unit III: Securities Markets **6 hours**

Concept of securities markets; issue of securities; privately held firms and publicly traded companies; shelf registration; initial public offerings; trading of securities; types of markets; types of orders; trading mechanisms; the rise of electronic trading; ECNs; new trading strategies; globalization of stock markets; trading costs; buying on margin; short sales; functions of Nepal Stock Exchange; and role of Nepal Securities Board.

Unit IV: Risk and Return **6 hours**

Concepts of risk and return; measuring investment returns: holding period return, returns over multiple periods, annualizing rates of return, expected return, time series of return; inflation and real rates of return; measuring risk: variance, standard deviation, coefficient of variation; portfolio return and risk of a portfolio of risky and risk-free assets.

Unit V: Efficient Diversification and CAPM **8 hours**

Diversification and portfolio risk; asset allocation with two risky assets; covariance and correlation; the risk-return trade-off with two-risky-assets; the mean-variance criterion; the optimal risky portfolio with a risk-free asset; efficient diversification with many risky assets; the efficient frontier of risky assets; choosing the optimal risky portfolio. The Capital Asset Pricing Model: the model, assumptions, implications, and the security market line.

Unit VI: Bond Prices and Yields **8 hours**

Bond characteristics; treasury bonds and notes; corporate bonds; international bonds; innovation in the bond market; bond pricing; bond pricing between coupon dates; bond pricing in excel; bond yields: yield to maturity, yield to call, realized compound return versus yield to maturity; bond prices over time; yield to maturity versus holding-period return; zero-coupon bonds and treasury STRIPS; after-tax returns; default risk and bond pricing; junk bonds; determinants of bond safety; bond indentures; yield to maturity and default risk; credit default swaps.

Unit VII: Equity Valuation **8 hours**

Valuation by comparables; limitations of book value; intrinsic value versus market price; dividend discount models; the constant-growth DDM; stock prices and investment opportunities; life cycles and multistage growth models; price–earnings ratios: the price–earnings ratio and growth opportunities; pitfalls in P/E analysis; other comparative valuation ratios; free cash flow valuation approaches; comparing the valuation models; limitations of DCF models.

Basic Text

Bodie, Z., Kane, A., & Alan, J. M. *Essentials of investments*. New York: McGraw Hill.

References

1. Alexander, G. J., Sharpe, W. F., & Bailey, J. V. *Fundamentals of investments*. New Delhi: Prentice Hall of India Ltd.
2. Jordan, B. D., & Miller, T. W. *Fundamentals of Investments*. New York: McGraw-Hill Irwin.
3. Reilly, F. K., & Keith, C. B. *Investment analysis and portfolio management*. New Delhi: Cengage Learning (India).

FIN 434 Bank Operations and Management

Course Objectives
The course aims to provide the students with the fundamental knowledge of bank operation and management. It also aims to develop skills for analyzing lending opportunities and deposit mobilization to create appropriate structure of assets and liabilities of banks.

Course Description
This course begins with an overview of the functions and regulatory environment of banking institutions. Then it covers the management of assets side of the balance sheet with a focus on investment, lending and credit evaluation process by banks. Finally, the course provides the management of liability side of the bank with a focus on deposit mix, its pricing and weighted average cost of the fund.

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

- understand the fundamentals about bank such as type, functions, assets and liabilities, and profitability of banks;
- familiarize with the regulatory environment in which banks operate;
- manage assets and liabilities of banks by analyzing interest rate sensitivities and measuring gaps;
- familiarize with investment policies, goals and strategies of banks;
- identify investment alternatives and analyze inherent risk in the alternatives;
- carry on credit evaluation process by analyzing financial statements of the borrower;
- administer commercial and industrial lending;
- administer real estate and consumer lending;
- determine structure of bank liabilities; and
- compute cost of funds and perform cost analysis for lending.

Course Contents

Unit I: Functions and Forms of Banking 5 hours
Meaning and types of bank; functions of bank; size and share of commercial banks; major factors affecting banking and market shares; assets and liabilities of commercial bank; bank profitability; and risk in banking.

Unit II: The Bank Regulatory Environment 5 hours
The need for regulation; banking regulations – features and coverage of Banking and Financial Institutions Act, directives and guidelines of Nepal Rastra Bank; the role of Nepal Rastra Bank in the regulation of commercial banks.

Unit III: An Overview of Asset-Liability Management 6 hours
Historical perspective of asset-liability management; alternatives in managing interest rate risk; measuring interest rate sensitivity and the dollar gap; duration gap analysis; simulation and asset-liability management.

Unit IV: Investment Management **4 hours**

Developing investment policies and goals; types of investment securities; evaluating investment risk; and investment strategies.

Unit V: Credit Evaluation Process **6 hours**

Credit scoring; credit rating; financial analysis; ratio analysis; common-size statement analysis.

Unit VI: Commercial and Industrial Lending **8 hours**

The role of asymmetric information in lending; the competitive environment; loan policy; making loan; principal lending activities; collateral: characteristics of good collateral, types of collateral; the lending process: evaluating a loan request, structuring commercial loan agreement, pricing commercial loans, monitoring and loan review.

Unit VII: Real Estate and Consumer Lending **7 hours**

Real estate lending: characteristics of mortgage loan; the real estate portfolio; residential mortgage loan; additional terms; alternative mortgage instruments; commercial real estate loan; consumer lending: types of consumer loan, leases, finance charges, annual percentage rate, real estate and consumer credit regulation.

Unit VIII: Liabilities Management **7 hours**

Structure of bank liabilities: deposit sources of funds, non-deposit sources of funds; balance sheet structure of bank liabilities; managing bank liabilities: formulating pricing policy, deposit pricing matrix, the pricing committee, components of pricing decision, profitability and deposit pricing, lending and deposit costs, customer relationship pricing, promotional pricing, other marketing elements related to pricing; costs of bank fund; weighted average cost of funds; purposes of cost analysis; and marginal costs of funds.

Basic Text

Gup, B. E., & Kolari, J. W. *Commercial banking*. New Delhi: Wiley India.

References

1. Rose, P. S., & Hudgins, S C. *Bank management and financial services.* New Delhi: Tata McGraw-Hill Education.
2. Koch, T. W., & MacDonald, S. S. *Bank management*. New Delhi: Cengage Learning.
3. Chaudhari, M. *An introduction to banking – liquidity risk and assets liabilities management*. West Sussex, UK: Wiley.
4. Koirala, P. *Essentials of commercial bank management.* Kathmandu: Ekta Books.

FIN 435 Risk Management and Insurance

Course Objectives

This course aims to provide students with basic understanding of fundamental aspects of risk and insurance. At the end of the course the students will have basic understanding of risk management functions and its importance to individual and organisation along with knowledge about the different types of insurances and their functions.

Course Description

This course introduces students the concepts of risk, risk management process and importance of risk management to individual and corporation. The course also helps students understand fundamentals legal principles of insurance, regulation of insurance industry, insurance intermediaries, and functions of insurers.

Course Outcomes

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

- understand the concept of risk and risk management;
- familiarize with fundamentals legal principles of insurance;
- understand regulations governing insurance business;
- choose appropriate insurance policies related to life and health insurance;
- choose appropriate insurance policies related to property and liabilities insurance; and
- understand the role insurance intermediaries and functions of insurers.

Course Contents

Unit I: Introduction to Risk **6 hours**

Meaning of risk; peril and hazards; uncertainty versus risk; types of risk; methods of handling risk; and burden of risk to society.

Unit II: Risk Management and Insurance **6 hours**

Meaning of risk management; objective of risk management; risk management process; enterprise risk management; requirement of insurable risk; insurance and hedging; insurance and gambling; and benefits of risk management.

Unit III: Fundamentals Legal Principles of Insurance **8 hours**

Basic characteristics of insurance; distinct legal characteristics of insurance contracts; characteristics of insurable contract; basic parts of insurance contract; exclusions; endorsement and riders; deductibles; coinsurance; and principles of insurance.

Unit IV: Regulation of Insurance Industry **5 hours**

Meaning of insurance regulation; need for insurance regulation; methods of regulating insurance; solvency regulation; evolution of insurance regulation in Nepal; Insurance Board: formation, scope, authority, and major functions.

Unit V: Life and Health Insurance **6 hours**

Importance of life insurance; types of life insurance products; life insurance contracts; basics of health insurance; individual health insurance coverage; hospital-surgical insurance; disability income insurance; and group health and life insurance policies.

Unit VI: Property and Liabilities Insurance **6 hours**

Types and features of general insurance: fire, marine, motor, aviation, engineering and contractors' all risk insurance; workers compensation; liabilities insurance; reinsurance, and social insurance.

Unit VII: Insurance Intermediaries **6 hours**

Role of insurance agents, brokers, surveyors, loss assessors; code of conduct of insurance intermediaries; third party administrator; and licensing of agent, surveyor, and broker.

Unit VIII: Functions of Insurers **5 hours**

Insurance company operation: rate making, production, underwriting, claims settlement; investment functions; and miscellaneous functions.

Basic Texts

1. Vaughan, E. J., & Vaughan, T. M. *Fundamentals of risk and insurance.* New Delhi: Willey India.
2. Harrington, E. S., & Niehaus, R. G. *Risk management and insurance*. New Delhi: Tata McGraw Hill.

References

1. Williams, C. A., Smith, M. L., & Young, P. C. *Risk management and insurance*. Ohio: McGraw Hill.
2. Dorfman, M. S. *Introduction to risk management and insurance* : New Delhi: Pearson Education.
3. Rejda, G. E., & McNamara, M. J. *Principles of risk management and insurance.* New Delhi: Pearson Education.

FIN 436 Fundamentals of Financial Derivatives

Course Objectives

The objective of the course is to familiarize students with the basic financial derivative instruments and their pricing principles. In particular, this course focuses on the economics of pricing derivative instruments, such as option, future, forward, swap. This course also enables to design the strategies using the different types of financial instruments for hedging risk.

Course Description

This course is the basic course in financial derivatives. Therefore, it begins with an introduction to financial derivatives and derivative markets and moves to basic principles of options and option pricing. Then it deals with forward and future markets, swaps, and over-the-counter derivative instruments; and finally, deals with derivative markets in the context of Nepal.

Course Outcomes

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

- understand basic concepts, theories and practices related to derivative securities and derivative markets;
- understand option related terminologies, interpret option quotations and calculate payoff from option positions;
- value options using binomial and Black-Scholes-Merton option valuation models;
- pricing forward and future contracts and use them for hedging against risk;
- understand the significance of various swaps;
- familiarize with over-the-counter derivative instruments;
- calculate the value of different types of derivative instruments;
- analyze options, swaps, forwards and futures for designing investment strategies; and
- understand the derivative markets in Nepal.

Course Contents

Unit I: Introduction **5 hours**

Concept and development of derivatives and derivatives markets; derivative markets instruments; core concepts in financial and derivative markets; spot and derivative markets; role of derivative market; myths in derivative markets; ethics in derivative markets; career in derivative markets; uses of derivatives in risk management.

Unit II: Structure of Option Markets **5 hours**

Option terminologies; development of options markets; call and put options; over-the-counter options market; exchange-listed option trading; mechanics of trading; option quotation; types of options; transaction costs in option trading; regulation of option markets.

Unit III: Option Pricing Principles and Model **12 hours**

Principles of call and put option pricing; call-put parity; Binomial options pricing model: features, single and multi-period European call and put binomial model; Black-Scholes-Merton options pricing model: assumptions, formula, factors affecting option price.

Unit IV: Forward and Future Contracts **12 hours**

Development of forward and future markets; forward vs. future markets; future traders; mechanics of future trading; principles of pricing forwards and futures: interest, cost of carry, convenience yield, and risk; difference between forward and future prices and the sources of difference; hedging with forward and futures: basis, short and long hedging, hedge ratio, and the risk of hedging.

Unit V: Swaps **5 hours**

Concept and nature; features of swaps; introduction to interest rate swaps, currency swaps and equity swaps.

Unit VI: Over-the-Counter Products **4 hours**

Interest rate options: caps, floors and collars; swap options; exotic options; credit derivatives: credit default swap, credit default exchange swap, credit spread derivatives, total return swap and credit-linked note; difference between securitization and credit derivatives

Unit VII: Derivative Markets in Nepal **5 hours**

Development of derivative market in Nepal; instruments traded in the market; mechanics of trading; regulation of derivative markets in Nepal; issues in derivative markets in Nepal.

Basic Texts

1. Chance, D. M., & Brooks, R. *An introduction to derivative and risk management*. New Delhi: Cengage Learning India Pvt. Ltd.
2. Kumar, S. S. S. *Financial derivatives*. New Delhi: Prentice-Hall of India.

References

1. Hull, J. C., & Basu, S. *Options, futures, and other derivatives*. New Delhi: Pearson Education.
2. Parasuraman, N. R. *Fundamentals of financial derivatives*. New Delhi: Wiley India.
3. Manandhar, K. D., & Dahal K. *Financial derivatives and risk management*. Kathmandu: Buddha Academic Publishers.

FIN 437 Financial Institutions and Markets

Course Objectives

The objective of this course is to provide students with the conceptual framework and theoretical foundation necessary to understand the organization, structure, regulations and functioning of the various financial institutions and markets operating in an economy.

Course Description

This course provides broad overview of the structure, function and the role of financial institutions and markets in the economy. Students will have an opportunity to study important financial institutions such as central bank, commercial banks, investment banks, insurance companies, pension funds and investment companies. They will also study the organization, instruments and participants of money, bond and stock markets. Finally, they will also study the level, term-structure and the theories related to the interest rates.

Course Outcomes

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

- understand fundamental concepts of financial institutions and markets including the role of financial system in the economy;
- describe the function of the central bank including the tools it uses to affect the economy;
- explain theories that describe the level and term structure of interest rates;
- identify money markets securities, compute yields and analyze the risk on money market securities;
- explain the features of long-term debt securities, their ratings, indexes and markets;
- understand how the stock market operates and how the stock indexes are constructed and interpreted;
- analyze size, structure and composition of commercial banking industry;
- identify the sources and uses of funds of commercial banks;
- analyze various types of risks in commercial banking industry;
- explain the regulation of deposits, operations and the capital of commercial banks; and
- explain functions performed by other types of financial institutions – insurance companies, mutual funds, pension funds, securities firms and other lending and saving institutions.

Course Contents

Unit I: The Role of Financial Institutions and Markets **4 hours**

Meaning of financial markets and institutions; functions of the financial markets; classification and diversity of financial markets; types of financial institutions and their functions; classification of financial institutions in Nepal.

Unit II: Central Banking **4 hours**

Meaning and functions of central bank; monetary policy tools of the central bank; effects of monetary tools on various economic variables; Nepal Rastra Bank and monetary policy tools in Nepal.

Unit III: Determination and Structure of Interest Rates 5 hours

Determination of interest rates: loanable fund theory; economic forces affecting interest rates; forecasting interest rates. Structure of interest rates: characteristics of debt securities and yield variation; explaining actual yield differentials; theories of term structure of interest rates; uses of the term structure.

Unit IV: The Money Market 5 hours

Introduction of money market; yields on money market securities; money market securities; money market participants; international money market; risk of money market securities.

Unit V: The Bond and Stock Market 10 hours

Bond markets: bond market securities – Treasury notes and bonds, strips; municipal bonds – types and trading process; corporate bonds – bond characteristics, bond ratings, bond market index, comparison of bond market securities; international bond market securities – euro bonds, foreign bonds, Brady bonds and sovereign bonds. Stock market: stock market securities – common stock and preferred stocks; primary and secondary stock markets; stock market indexes; regulations of stock market and the role of Nepal Securities Board; international stock market.

Unit VI: Commercial Banks 10 hours

Services provided by commercial banks; size, structure, and composition of the industry; technology in commercial banking; sources and uses of funds of commercial banks; off-balance sheet activities; regulatory structure of banks; regulation of bank deposit, operation and capital; risk in commercial banks – credit risk, liquidity risk, interest rate risk, market risk, off-balance sheet risk, foreign exchange risk, country risk, technology and operational risk, insolvency risk.

Unit VII: Other Financial Institutions 10 hours

Insurance companies: life insurance companies – size, structure and composition of the industry; property-casualty insurance companies – size, structure and composition of the industry; regulation of insurance companies. Mutual fund: size, structure and composition of the industry; different types of mutual fund; mutual fund prospectus and objectives; net assets value; mutual fund costs. Pension fund: insured versus noninsured funds, defined benefit versus defined contribution pension funds, private pension funds versus public pension funds. Security firms and investment banks: services offered by securities firms versus investment banks. Other lending and saving institutions: meaning and functions of saving associations, saving banks, credit unions, finance companies.

Basic Texts

1. Saunders, A., & Cornett, M. M. *Financial markets and institutions*. New Delhi: Tata McGraw-Hill Education.
2. Madura J. *Financial markets and institutions.* Singapore: Cengage Learning.

References

1. Meir K. *Financial institutions and markets.* New Delhi: Oxford University Press.
2. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. *Foundations of financial markets and institutions*. Delhi: Dorling Kindersley.
3. Bhandari, D. B. *Financial institutions and markets.* Asmita Books Publishers & Distributors.

4. Bhole, L. M. and Mahakud, J. *Financial institutions and markets*. New Delhi: Tata McGraw Hill Education.

Concentration

Accountancy

ACC 421 Taxation

Course Objectives
The objective of this course is to provide students with the knowledge of general principles and practices of tax law in Nepal. The course also aims to impart knowledge of tax planning and its impact on management decisions.

Course Description
In this course, students will be familiarized with the topics such as conceptual foundation of tax, taxation of income in Nepal, definition of basic terms under income tax act, tax accounting and timing, quantification, allocation and characterization of amounts, capital and revenue expenditures, classification and status of tax payer, computation of taxable income and tax liability from various sources, tax administration and official documentations, penal provision, tax planning and concept of VAT .

Course Outcomes
At the end of this course, the students should be able to:

- understand the fundamental concepts of taxation;
- understand the details of tax accounting and timing;
- learn about tax exemptions and concessions available in Nepal;
- compute taxable income from business, and investment;
- understand provisions related to tax payment, assessments and appeal;
- discuss the various aspects of tax planning, and understand the provisions of VAT in Nepal.

Course Contents

Unit I: Introduction **4 hours**
Meaning and objectives of tax, Classification of taxes and their merits and demerits, Canons of taxation, Historical background of evolution of income tax in Nepal, Definition of basic terms under Income Tax Act, 2058, Implication of tax, Quantification of income tax .

Unit II: Tax Accounting and Timing **2 hours**
Cash and accrual basis of accounting, Bad debts and its recovery, Long term contract, Capital and revenue expenditures, Set off and carry forward of losses, Quantification, allocation and characterization of amounts, Adjusting foreign incomes for taxation.

Unit III: Classification and Status of Tax Payer **2 hours**
Natural person and entity, Residential status of tax payers, Special provision for natural person, Entities and retirement contributions and schemes.

Unit IV: Tax Exemptions and Tax Concessions **2 hours**
Tax exempted incomes, tax holidays, business exemptions and tax concessions/rebate.

Unit V: Computation of Taxable Income from Business **6 hours**
Income included under head of business and admissible expenses.

Unit VI: Computation of Taxable Income from Investment **4 hours**
Income included under head of investment, Admissible expenses

Unit VII: Profit and Loss from Disposal of Assets **3 hours**
Classification of assets, Actual disposal and deemed disposals, Net gain or loss from disposal of assets.

Unit VIII: Standard Deductions, Tax Rates and Tax Credits **6 hours**
Standard deductions, Tax rates, Deduction for contribution to retirement fund, Deduction for life insurance premium, Contribution made to philanthropic purpose (donation/gift), Tax Credit for medical expenses, Tax credit for foreign tax paid.

Unit IX: Tax Payments **2 hours**
Withholding payments, Advance payment of tax, Collection of advance tax, final payment of tax, Payment of tax in installments.

Unit X: Tax Assessments, Penal provisions, Appeals **4 hours**
Computation of assessable income and taxable income, self assessment of tax, Jeopardy assessment, Amended assessment, Fines and penalties, Administrative review, Appeal to Revenue Tribunal, Petition to Supreme Court.

Unit XI: Tax Planning **3 hours**
Tax planning, Rules against tax avoidance and evasion, Importance and scope of tax planning.

Unit XII: Tax Administration, Official Documentations **3 hours**
Tax authorities and their powers, rights and duties, Rights and duties of taxpayers, Documentation, Record keeping and Information collection, Public circulars, Advance ruling, Tax manuals, Permanent Account Number, Recovery of tax.

Unit XIII: Introduction to Value Added Tax (VAT) **3 hours**
Concept of VAT, Origin and evolution of VAT, Principle governing VAT, Types of VAT, Difference between VAT and Sales tax.

Unit X IV: Procedure of Value Added Tax (VAT) **4 hours**
Conditions for charging VAT, goods/services exempted from VAT, Zero VAT concept, Payment of VAT, VAT setoff, Conditions applicable for setoff not allowed or Partial setoff, Refund of VAT, VAT Returns, Assessment of VAT, Penalties and appeal, Documentations.

References

1. Government of Nepal, Income Tax Act, 2058 with amendment.
2. Government of Nepal, Income Tax Rules, 2059 with amendments.
3. Government of Nepal, Value Added Tax Act, 2052 with amendments.
4. Government of Nepal, Value Added Tax Rules, 2053 with amendments.
5. Government of Nepal, Finance Act (current).
6. Government of Nepal, Economic Survey (current).
7. Agrawal, J. *Income Tax, theory and practice.*
8. Dhakal, K. D., Pandey, B., & Bhattarai, R. *Fundamentals of Taxation*. Kathmandu: M. K. Publishers and Distributors.

9. Bhattarai, I., & Koirala, G. P. *Taxation in Nepal*. Kathmandu: Asmita Books Publishers and Distributors Pvt. Ltd.

ACC 422 Auditing

Course Objectives
The course aims to introduce students to the basic concepts of auditing, techniques, legalities and applications in the functional areas of an organization.

Course Description
Students will be familiarized with topics such as conceptual foundation, planning an audit, internal check and control, vouching, verification and valuation, audit report, and auditing standards.

Course Outcomes
At the end of the course, the students will be able to:

- understand and appreciate the conceptual foundation of auditing and its evolution in Nepal
- prepare an audit plan and initiative process for its execution
- understand the concept and process of internal check and control
- discuss various types of audit reports and the formats
- obtain an overview of auditing standards in Nepal

Course Contents

Unit I: Conceptual Foundation 10 hours
Meaning, scope, Objectives and advantages of audit; Evolution of auditing practices in Nepal; Accounting, auditing and investigation; Types of errors and frauds; Detection and prevention of errors and frauds; Types of audits; Qualities, qualification, appointment, rights and duties of an auditor.

Unit II: Planning an Audit 8 hours
Preparation before an audit: instruction to client; distribution of work to audit staff; Audit program: contents, techniques and preparation of audit program; Audit note books: objectives, contents; Audit working papers: concept, objectives and advantages.

Unit III: Internal Check and Control 8 hours
Internal check: concept, objectives, characteristics, advantages and disadvantages; Internal control: concept and characteristics; Internal audit: concept, importance, role of internal auditor, internal audit and statutory audit; Test checking: concept, factors to be considered while test checking, advantages and limitations; Routine checking: concept, advantages and disadvantages.

Unit IV: Vouching, Verification and Valuation 6 hours
Concept, importance and objectives; Difference between vouching; Verification and valuation; Consideration before vouching; Process and methods of verification.

Unit V: Audit Report 4 hours
Concept, contents and types of audit reports; Process of issuing audit report; Certificate *vs* report,

Unit VI: Auditing Standard **4 hours**

Concept, objectives and importance of Auditing Standards; Brief overview of Nepal Auditing Standards

Unit VII: Recent Trends in Auditing **4 hours**

Concept of investigation, issues in auditing, recent trends in auditing.

Unit VIII: Professional Ethics and Regulation **4 hours**

Ethical standards of professional accountants, Auditing standard board of Nepal, Brief introduction of Nepal Chartered Accountant Act, 2002.

Basic Texts

1. Ramaswamy, M. S. *Auditing*. New Delhi: S. Chand and Co.
2. Saxena, R. G. *Principles of Auditing.* Mumbai: Himalayan Publishing House.

References

1. Government of Nepal, Auditing Act, 2048 with amendments.
2. Government of Nepal, Company Act, 2063 with amendments.
3. Auditing Standards Board of Nepal, relevant Nepal Standards on Auditing.
4. Nepal Chartered Accountants Act-1997 with latest amendments.

ACC 423 Advanced Management Accounting

Course Objectives

The course aims to provide in-depth knowledge of the concepts and tools of management accounting, and encourage students in applying management accounting tools and techniques in planning, controlling and decision-making process.

Course Description

The course helps to understand the insight into the concept and tools of management accounting and controllership functions; measuring income under different techniques for planning, controlling and decision-making. The course includes cost allocation and reporting techniques, CVP analysis under constraints and uncertainties, investment decision under uncertainty and pricing the products and services of the business enterprises; profit plans through budget, management control system and strategic management accounting.

Course Outcomes

This is an advanced course in management accounting. At the end of the course, the students will be able to:

- Get an insight into the changing perspectives of management accounting
- Understand the concept and practice of cost allocation and reporting
- Get an overview of cost volume profit analysis under uncertainty
- Understand how pricing decisions affect profitability of a firm
- Understand various budgeting techniques and processes
- Learn the concept of management control systems, and
- Familiarize themselves with the basics of strategic management accounting as a new development in management accounting.

Course Contents

Unit I: Changing Perspectives of Management Accounting 6 hours

Concepts and objectives of management and controllership function and responsibility; The impact of changing business environment on management accounting, Focus on customer satisfaction and new management approaches, Management accounting and ethical behaviour.

Unit II: Cost Allocation, Product Costing and Reporting 8 hours

Cost: concept, accumulation; Classifications, estimation, allocation, apportionment and reapportionment of service department cost using reciprocal techniques, Product costs under variable and absorption costing, Cost reporting under Traditional costing and Activity based costing (ABC) techniques; Use of allocation for segment reporting and decision making .

Unit III: Cost Volume Profit Analysis under constraints and uncertainty 6 hours

CVP analysis for product mix decision, CVP analysis under constraint using linear programming models for maximizing profit and minimizing cost, CVP analysis under the condition of uncertainty, Limitation and assumption of CVP analysis.

Unit IV: Pricing Decision and Profitability Analysis **6 hours**

Cost allocation and pricing; Role of cost information in pricing decision, Short run and long run pricing decision, Full cost and variable cost pricing technique; Target mark-up percentage, Cost plus pricing, Target ROI pricing technique; Target cost pricing technique; Customer profitability analysis, Internal pricing in decentralized organization.

Unit V: Budgeting Process **12 hours**

Budgeting and control process: needs, objectives and functions of budgeting; Types of budgeting, Budgeting for profit planning; Concepts of presentations of functional budgets; Master budget; Master budget and business development plan; Zero-based budgeting.

Unit VI: Management Control Systems **4 hours**

Control at different organizational levels, Deferent types of control, Management accounting control system, Goal congruence, Responsibility centres, Responsibility accounting; Evaluating managers *vs* evaluating centres.

Unit VII: Strategic Management Accounting **6 hours**

Introduction, Needs and objectives of strategic management accounting; Comparison of management accounting and strategic management accounting; Strategic management accounting and business decisions; The balanced score card.

Basic Text

Drury, C. *Management and Cost Accounting.* New Delhi: Cengage Learning.

References

1. Bajracharya & et. al. *Management Accounting*. Kathmandu: Asmita Publication.
2. Garrison & Noreen. *Management Accounting.* USA: Irwin.
3. Hilton, R. W. *Managerial Accounting*. McGraw-Hill, Inc.
4. Horngren, C. T., Foster G., & Datar S. M. *Cost Accounting: A Managerial Emphasis.* New Delhi: Prentice Hall of India.

ACC 425 Accounting Reports and Financial Statement Analysis

Course Objectives
This course will provide students with tools to analyze and exploit information in corporate financial statements. The course will develop skills of students how to use financial statement information in various economic decisions.

Course Description
In Financial Statement Analysis, students will be familiarized with the topics of Financial Reporting and Financial Statement, Basics of Financial Statement Analysis, Short Term Liquidity Analysis, Long Term Liquidity Analysis, Profitability Analysis, Financial Statement Analysis for the Investors, Cash Flow Analysis, Expanded Analysis.

Course Outcomes
At the end of the course, the students will be able to:

- Understand the concepts, process and legal framework of financial statements and corporate reporting
- Learn the fundamentals, tools and methodology of financial statement analysis
- Learn short term liquidity, long term solvency and profitability analysis as measures of corporate performance
- Understand financial statements analysis from the point of view of investors, and
- Discuss financial ratios as perceived by different users and stakeholders.

Course Contents

Unit I: Introduction to Financial Reporting and Financial Statements 6 hours
Forms of Business Entities; Overview of financial reporting; Annual report: introduction, scope, objectives and advantages of major Financial Statements; Auditor's opinion; Management responsibility for financial statements; Efficient market hypothesis, Ethics; Users' of financial statement; Objectives, applications, precautions in statements analysis, Limitations of financial statements.

Unit II: Basics of Financial Statement Analysis 6 hours
Ratio analysis, Common-size analysis, Year-to-year change analysis, Comparative analysis: trend analysis, comparison with industry average, comparison with competitors; Users of analysis.

Unit III: Short Term Liquidity Analysis 6 hours
Working capital, Current ratio, Acid-test ratio, Cash ratio, Working capital turnover, Other ratios related to short-term liquidity.

Unit IV: Long Term Debt Paying Ability 5 hours
Times interest earned, Fixed charge coverage, Debt/Equity ratio, Debt to tangible net worth ratio.

Unit V: Profitability Analysis **6 hours**

Net profit margin, Operating income margin, Return on assets, Return on operating assets, Return on investment (ROI), Return on total equity, Return on common equity, Relationship between profitability ratios.

Unit VI: Financial Statement Analysis for Investors **5 hours**

Earnings for common shares, Price earnings ratio, Percentage of earning's retained, Dividend payout, Dividend yield, Book value per share, Stock option.

Unit VII: Cash Flow Analysis **6 hours**

Basic elements of the cash flows, Patterns of cash flows, Operating cash flow to current maturity of long term debt and current note payable, Operating cash flow to total debt, Operating cash flow per share, Operating cash flow to cash dividends.

Unit VIII: Expanded Analysis **5 hours**

Financial ratios as perceived by commercial loan departments, Financial ratios as perceived by corporate controllers, Financial ratios used in annual reports, Forecasting financial failure.

Basic Text

Gibson, C. H. *Financial Statement Analysis*. New Delhi: Cengage Learning.

References

1. Subramanyam, K. R. & Wild, John J. (New edition). *Financial Statement Analysis.* New Delhi: McGraw-Hill/Irwin.
2. Friedson, Martin & Alvarez, Fernando. (New edition). *Financial Statement Analysis: A Practitioner's Guide.* New Delhi: John Wiley & Sons, Inc.

ACC 424 Accounting Information System

Course Objectives

The aim of this course is to introduce the basic aspects of accounting information system (AIS) of business organizations. This course discusses how accountants can improve the design and functioning of the AIS so that it truly adds value to the organization. It also attempts to familiarize students on how information technology is altering the nature of accounting. Finally, this course is designed to help students acquire the understanding and knowledge in the design, implementation and evaluation of information systems.

Course Description

This course presents a systematic coverage of theory and application of accounting information system. Basically, it deals the role of AIS, overview of business process, concept of e-business, revenues and expenditures cycle, production, human resources management and payroll cycle. Finally it deals with the general ledger and reporting system as well as system development and system analysis.

Course Outcomes

By the end of this course, student will be able to:

- understand what accounting information system is and describe the overview of business process;
- discuss what e-business is and how it affects organizations;
- understand the perceptive of the revenue cycle and cash disbursements cycle;
- describe the major business activities performed in the production cycle and human resource management and payroll cycle; and
- gain an understanding of the information processing operation required to update the general ledger and produce reports.

Course Contents

Unit I: Introduction and Role of AIS **4 hours**

Concept and components of AIS, The role of AIS in the value chain, Data and information, Decision making, Decision structure, Decision scope, AIS and corporate strategy, Information technology and business strategy and the Role of AIS in today's organizations.

Unit II: Overview of Business Process **4 hours**

Business activities and information needs, Transaction processing: Data input, processing and storage; Providing information for decision making: Managerial reports, Budgets and performance reports; Internal control considerations

Unit III: Introduction to E-Business **4 hours**

Concept and models of e-business; E-business effects on business process; Inbound and outbound logistics; E-business success factors; Infrastructure for e-business: Types of networks, Communications software and Network configuration options.

Unit IV: Revenue Cycle: Sales and Cash Collections 8 hours

Concept, Revenue cycle business activities: Sales order entry, Shipping ,billing and account receivable; Information processing procedures; Control: Sales order entry, Shipping, Billing and account receivable, Cash collections; Revenues cycle information needs and data model.

Unit V: Expenditure Cycle: Purchasing and Cash Disbursements 8 hours

Introduction; Expenditure cycle business activities: purchase requests, order goods, generating purchase orders, Receive and store goods, pay for goods and services; Control objectives, threats and procedures of the expenditure cycle; Expenditure cycle information needs and data model.

Unit VI: Production, Human Resources Management and Payroll Cycle 8 hours

Concept; Production cycle activities: Product design, Planning and scheduling, Production operations, Cost accounting, Control objectives, Threats and procedures of production cycle; Payroll cycle activities; Control objectives, Threats, and Procedures of payroll cycle.

Unit VII: General Ledger and Reporting System 5 hours

Concept; General ledger and reporting activities: Updating general ledger, Posting adjusting entries, Preparing financial statements, Producing managerial reports; Control objectives, Threat and procedures of reporting system; Using information for decision making.

Unit VIII: System Development Process 7 hours

Concept; Systems development: Systems development life cycle, The players; Planning techniques in system development; Systems analysis: Initial investigations, Systems survey, Feasibility analysis, System analysis report; Business process reengineering: Principles and Challenges; Conceptual systems design; Physical systems design; Systems implementation; Systems conversion.

Basic Texts

1. Romeny, B. M., & Steinbart, J. P. *Accounting Information System.* Delhi: Pearson Education.
2. Hall, J. A. *Accounting Information Systems*. South-Western, USA: Cengage Learning.

Concentration

Marketing

MKT 443 Sales Management

Course Objectives
It aims to build students' understanding of the sales functions and develop skills in management of sales force. Students are expected to perform the sales supervision and management job.

Course Description
This course focuses on two aspects of the sales job – personal selling and sales force management. The course deals on personal selling approaches and strategies, management of the sales force, and management of the sales team

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

- Comprehensively understand the nature, process, and strategies of personal selling.
- Perform basic sales management functions including sales organization, establishment of sales territories and quota, and human resource management functions related to sales force.

Course Contents

Unit I: Personal Selling 6 hours
Meaning, nature, and objectives of personal selling. Salesmanship – essential requirements. Traditional and modern selling approaches. Types of selling (industrial, trade, and services). Selling ethics.

Unit II: Selling Approaches and Strategies 6 hours
Selling approaches – AIDA, situation-response theory, buying formula, behavioral equation, need-satisfaction, consultative selling, customer relationship-based selling, problem solving, and team selling approaches.

Unit III: The Selling Process 8 hours
Basic steps of the sales process, Prospecting: objectives and sources, Pre-approach: techniques
Approach: customer's need discovery techniques, Sales presentation: scope and methods
Objection handling: skills for handling customer's objections, Closing: timing and methods of sales closing, Follow-up: importance and methods

Unit IV: Management of Sales Force Functions 8 hours
Sales force management: concept and components. Tasks and qualities of a sales manager.
Sales organization: Types of sales structure, Organizational principles and designs. Factors influencing size of sales force. Emerging sales organizational designs.
Sales territory: Concept and importance, size, allocation of territories and territory shapes.
Sales quota: Concept and importance, principles and procedures for quota setting, types of sales quota, quota setting methods.

Unit V: Recruitment, Selection and Training of Sales Force 8 hours

Hiring process, planning for recruitment (analysis, turnover, job analysis, job qualification and job description), Sources for recruitment, Selection process. Sales training: process and methods. Sales force socialization.

Unit VI: Sales Force Motivation and Compensation 6 hours

Factors influencing sales force motivation. Motivational program design. Motivation tools. Objectives and characteristics of an effective compensation plan. Types of compensation plan.

Unit VII: Sales Force Evaluation and Control 6 hours

Performance appraisal process: appraisal criteria, performance rating, and conducting appraisal.

Criteria for performance evaluation. Methods of controlling sales force performance.

Basic Text

Cundiff, E. W., Still, R. R., & Govoni, N. A. P. *Sales Management*. NewDelhi: Prentice Hall of India.

References

1. Mallik, P. K. *Sales Management.* New Delhi: Oxford University Press.
2. Chunawalla, S.A. *Sales Management.* New Delhi: Himalaya Publishing House.

MKT 441 Consumer Behavior

Course Objectives
The major objective of this course is to develop students' understanding of the buying process of consumer and the various factors that influence the buying process.

Course Description
Consumer behavior is the basic science of modern marketing. Consumer is also the focal point of modern marketing. The marketing process starts from consumer and ends at the consumer. Through this course, students are expected to learn the nature of consumer behavior analysis; importance of understanding consumer behavior in marketing; consumers' buying decision process; and influences of individual psychology, group dynamics, social-class and cultural and sub-cultural factors in an individual consumers' buying decisions.

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

- Describe the nature of consumer behavior analysis and its relevance in designing various marketing strategies;
- Demonstrate a thorough understanding of the consumer buying behavior process from need/problem recognition to post-purchase outcomes;
- Analyze the individual psychological forces and socio-cultural forces that shape the purchase behavior of individual consumers.

Course Contents

Unit I: Introduction to Consumer Behavior 4 hours
Meaning and nature of buyer behavior. Differences between consumer buying and organizational buying in terms of characteristics and process. Strategic use of consumer behavior knowledge in marketing and public policy decisions. Modern consumerism and the global consumer movement.

Unit II: Consumer Decision Process: Problem Recognition 4 hours
Types of consumer decisions. Purchase involvement levels and the decision process. Problem/need recognition by consumers. Types of consumer problems. Marketing strategy and problem recognition.

Unit III: Information Search and Evaluation 12 hours
Nature of consumers' information search: internal and external search, passive and active search. Types of information sought by consumers: evaluative criteria, alternatives available, alternative characteristics. Sources of consumer information. Marketing strategy in the information search process. Consumers' evaluative criteria and its measurement. Consumer decision rules: conjunctive and disjunctive decision rules, lexicographic decision rule, and compensatory decision rules. Marketing strategy in the evaluation process.

Unit IV: Consumers' Choice and Post-purchase Behavior 8 hours
Consumers' choice: Brand choice and store choice factors. Rational choice, affective choice, attribute-based choice, and attitude-based choice. Post-purchase dissonance: reasons and

remedies. Product use and non-use. Product disposition: disposition methods. Satisfaction and dissatisfaction. Consumer complaint behavior. Satisfaction and brand loyalty. Strategic implications of the post-purchase evaluations.

Unit V: Individual Influences on Consumer Behavior 12 hours

Consumer motivation: nature, process and sources of consumer motivations. Consumer learning: nature and sources of consumer learning; learning and consumer memory. Consumer perception: nature and process of perception. Personality: nature and types of consumer personality. Consumer personality and brand personality congruence. Consumer attitudes: nature and functions of attitudes; attitude components: component consistency among cognitive, affective and behavioral; Communication strategy for attitude change.

Unit VI Socio-Cultural Influences on Consumer Behavior 8 hours

Reference group influences: nature and degree of influences, marketing strategies based on reference group influences. Family influences: structure of household, family decision roles, family life cycle. Consumer socialization: how children learn to be consumers. Social class influences: social class hierarchy and consumption behavior in Nepal. Cultural and sub-cultural influences: nature of culture, cultural dynamism, values, norms, myths. Cross cultural marketing.

Basic Text

Del I. Hawkins, David L. Mothersbaugh, and Amit Mukerjee, *Consumer Behavior*, McGraw Hill.

References

1. Michael R. Solomon. *Consumer Behavior*. Delhi: Pearson Education.
2. David L. Loudon and Albert j. Della Bitta, *Consumer Behavior*, McGraw Hill.

MKT 442 Advertising and Sales Promotion

Course Objective
The major objective of this course is to develop students' understanding and skill in development of communication strategy of a firm, particularly with advertising and sales promotions.

Course Description
Developing effective communication has become the focal activity in a marketing firm. Marketers need to develop powerful messages about the products and services, and select appropriate appeals and execution frameworks to reach the target audience in order to establish their brands in consumers mind set. Through this course students are expected to learn the nature of marketing communication and communication process; marketing communication strategy; nature and role of advertising; creative issues in advertising; the structure of the advertising business; and sales promotions tools and strategy.

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

- Understand importance of Integrated Marketing Communications strategies;
- Demonstrate a thorough understanding of the world of advertising including the creative and financial aspects; and
- Learn to use sales promotions to push sales and attract buyers.

Course Contents

Unit I: Introduction to Marketing Communication 8 hours
Meaning, elements, structure, and role of marketing communications. Theories of marketing communication: hierarchy of effects of communication, information processing theories, communication and attitude formation and change. Key communication terminologies. Miscommunication issues.

Unit II: Marketing Communication Strategy 8 hours
Marketing communication mix. Integrated marketing communication. Formulation of marketing communication strategy. Marketing communication barriers. Communication budgeting issues and methods. Promotion campaign planning and management.

Unit III: Advertising 4 hours
Meaning, elements, objectives and role of advertising. Evolution of advertising. Types of advertising. Social, ethical and legal issues of advertising.

Unit IV: Creative Process and Methods in Advertising 12 hours
Creative process and methods. Visualization process and visualizer qualities. Message design: message theme, models, considerations. Message strategies: cognitive, affective, conative, and brand strategies. Advertising appeals: rational, emotional, sex and other ad appeals. Essentials of a good appeal. Execution frameworks. Use of color in advertising.

Unit V: Advertisement Development **10 hours**

Print Advertisement: Print advertising media: types of media and media choice. Copywriting for print media: types of ad copies. Ad copy objectives and requisites of a good copy. Print copy development process. Print copy elements: choice of headline, sub-heads, body copy, slogan and signature. Layout: functions, qualities of a good layout, layout principles.

Active Media Advertisement: Television advertising: nature, pros and cons. TVC development: script writing, story board, air-time buying and other considerations. Radio advertising: nature, pros and cons. Producing radio advertisements. Emerging advertisements: internet advertising and ambient advertising. Product placement strategies.

Unit VI: Sales Promotions **6 hours**

Scope and role of sales promotions. Reasons for the increased use of sales promotions. Consumer-oriented sales promotion methods: objectives and tools of consumer promotions. Trade-oriented sales promotions: objectives and tools.

Basic Texts

1. George, B., & Belch, M. *Advertising and Promotion.* New Delhi: Tata McGraw Hill.
2. Wells, W., Burnet, J., & Moriarty, S. *Adverting Principles and Practice.* New Delhi: Prentice Hall of India.

References

1. Jethwaney, J., & Jain, S. *Advertising Management.* New Delhi: Oxford University Press.
2. Koirala, K. D. *Marketing Communications.* Kathmandu: Buddha Publications.

MKT 445 Services Marketing

Course Objective
The major objective of this course is to develop students' understanding of the marketing issues related to services.

Course Description
Services contribute immensely in the national economy of every country. The unique nature of services requires a different marketing approach and strategy than that traditionally used for marketing of goods. Through this course students are expected to learn the nature of services and service marketing; measurement of service customers' expectations and perception; service quality; and management of the service product mix.

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

- Understand importance of services and service marketing;
- Demonstrate a detailed understanding of the service quality management issues;
- Develop their analytical perspectives on management of the service marketing mix management.

Course Contents

Unit I: Introduction to Services and Services Marketing 12 hours
Meaning and perspectives on services. Nature of service products and its management challenges. Service typology. Role of services in Nepalese economy. Growth of service business. Services marketing: concept and nature. Reasons for the development of service marketing. Importance of service marketing to a firm. The service marketing mix. The service marketing triangle: external, internal and interactive marketing in services.

Unit II: Customers' Expectations and Perceptions of Services 8 hours
Customers' expectations: concept, levels of customers' expectations and zone of tolerance. Sources of customers' expectations.
Customers' perceptions: concept, areas of perception, customer satisfaction determinants, customers' evaluation of the service outcomes, measurement of satisfaction.

Unit III: Service Quality and Encounter Management 12 hours
Service Quality: Approaches to service quality - traditional and contemporary approaches. Main drivers of service quality: people, process, and service product. Dimensions of service quality. The service quality gaps model: reasons for the gaps and possible strategies to reduce the gaps. Measurement of service quality: The SERVQUAL instrument.
Service Encounter: Concept and types of encounter. Service encounter and customer participation. Encounter characteristics.

Unit IV: Service Failure and Recovery 4 hours
Areas of service failures. Service failures and customers' complaints. Service recovery: concept and strategies. Service guarantees: importance and types.

Unit V: Service Marketing Mix Management **12 hours**

Service product management: new service development – the systematic approach, new service development process. Branding and positioning of a service product.

Service distribution: distribution options and strategic decisions. Location of service outlets.

Service pricing: The uniqueness of service pricing. Approaches to service pricing.

Service promotions: IMC for services. Promotion strategies in services.

People: managing internal people (employee) – service vision, mission and culture. Managing the service marketing triangle. The service profit chain. Managing external people (customers) – customer care and customer participation in services.

Process: Types of service processing. The service process matrix.

Physical evidences and servicescapes: concept and role of physical evidences. Types of servicescapes. Servicescapes' impact on customers and employee.

Basic Text

Zeithamel, V. A., Bitner, M. J., Grembler, D., & Pandit, A. *Services Marketing*, New Delhi: McGraw Hill India.

References

1. Bhattacharjee, C. *Services Marketing.* New Delhi: Excel Books India.
2. Apte, G. *Services Marketing.* New Delhi: Oxford University Press.

MKT 444 Retail Marketing

Course Objectives
This course aims to build students' understanding of the retail operations, management, and marketing. Students also learn the skill to run a medium to large retail operations.

Course Description
This course focuses on the marketing aspects of retail business and includes topics such as the retail environment, retail organization, retail shopping behavior, category management, supply chain management in retail business, retail outlet design, and retail marketing mix management.

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

- Comprehensively understand the nature, process, and strategies of retail business.
- Perform basic retail management functions including analyzing retail customers, managing merchandise and supply chain, and effectively manage the retail marketing mix.

Course Contents

Unit I: Retail Environment **6 hours**
Concept of retailing. Characteristics and functions of retailing. Types of retail operations. Recent trends in retail business – e-tailing, department stores, supermarkets, hypermarkets, discount stores, mall-retailing, and specialty stores. Success factors in retail business. The retail scenario in Nepal.

Unit II: Retail Shopping Behavior **6 hours**
Retail consumer behavior – reasons for retail shopping and the shopping process and behavior. Key influences - demographic, psychological, environmental, and life-style influences on retail shopping.

Unit III: Category Management **6 hours**
Concept. Factors influencing category management – consumer dynamics, competition, and technology. Category management process – strategic and operational decisions. Managing category mix.

Unit IV: Retail Buying **6 hours**
Buying objectives. Organizational buying process and behavior. Functions and responsibilities of a retail buyer. Merchandise and assortment plans – concept and planning process. Group buying.

Unit V: Supply Chain Management **6 hours**
Concept and importance. Factors influencing successful supply chain management. Framework for supply chain management. Supply chain business process. Supply chain components.

Unit VI: Retail Store Layout and Design **6 hours**

Concept and objectives. Circulation planning. Circulation graphics. Store fronts and entrance designs. Merchandise display – fixtures and positioning. Material choice – floors, interior walls, ceilings. Lighting of retail outlets. Music and signage graphics.

Unit VII: Retail Marketing Mix **12 hours**

Retail brand management – importance of retail brand, retail brand equity, and store loyalty factors. Retail promotions – promotion mix for retailing, sales promotions, and point of purchase communications. Retail pricing – pricing objectives, pricing approaches, strategies and tactics. Retail atmospherics – role of atmospherics, components, and color planning. Customer relationship management – concept of CRM, personalization, special treatments, communications and rewards. Customer loyalty programs in Nepal.

Basic Text

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

References

1. Gilbert, D. *Retail Marketing Management.* Delhi: Pearson Education.
2. Sinha, P. K., & Uniyal, D. P. *Managing Retailing.* New Delhi: Oxford University Press.

MKT 446 Foreign Trade Management

Course Objectives

This is the concentration course on marketing. It aims to build students' understanding of the foreign trade, particularly export operations and management. Through this course, students also develop skills to undertake export business operations.

Course Description

This course focuses on the practical aspects of the foreign trade. It includes topics such as the foreign trade environment, institutional frameworks, incoterms, WTO and its impacts, documentations, payments and financing, business risk management, custom clearance and structure and directions of Nepal's foreign trade.

Course Outcomes

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

- Comprehensively understand the nature and process of foreign trade.
- Develop skills to effectively manage the export functions in the corporate sector.
- Perform as exporter or export trade manager at the middle management level.

Course Contents

Unit I Foreign Trade Environment 6 hours

Concept and importance of foreign trade in the economy. Development and growth of foreign trade – mercantilism to WTO impacts. Theories of foreign trade – comparative cost theory, factor proportion theory, and Leontief's Paradox, Comparative vs. competitive advantage.

Unit II: Institutional Framework for Foreign Trade 8 hours

Role of government – policy formulation and regulations. Government agencies for export promotions in Nepal. Trade and Export Promotion Center – functions and key contributions. Non-governmental institutions for trade promotions – FNCCI, Chambers of Commerce and bilateral trade organizations.

Unit III: Incoterms and Process 6 hours

Concept, purpose, and scope of Incoterms. List of Incoterms applicable in Nepal's foreign trade. Export and import processes and documentations in Nepal. Export and import financing – pre-shipment and post-shipment financing. Export pricing methods.

Unit IV: Business Risk Management and Coverage 7 hours

Risk management in foreign trade – export and import risks. Quality control and pre-shipment inspection. Insurance of foreign trade transactions. Clearance of import and export cargo. Custom valuation in Nepal.

Unit V: World Trade Organization and Regional Trading Groups 10 hours

Role and functions of WTO. GATT and WTO. Features and impacts of WTO agreements on agriculture, textiles and clothing, trade in services, trade related investment measures, import licensing, valuation of goods at customs, pre-shipment inspection, rules of origin, regional trade, and trade-related intellectual property rights. SAFTA, ASEAN, EU, LAFTA, BIMSTC.

Unit VI: Foreign Trade in Nepal **6 hours**

Growth of foreign trade. Balance of trade and balance of payment situations of Nepal. Structure and directions of Nepal's foreign trade. Problems of export and import trade. Export potential areas of Nepal.

Unit VII: Transit Trade in Nepal **5 hours**

Meaning of transit and transit trade, procedure of transit trade, transit agreement with neighboring countries, principles of transit trade, problems and management of transit trade, Transit trade potential of Nepal.

Basic Text

Paul, J. & Asekar, R. *Export Import Management*. New Delhi: Oxford University Press.

Reference

Shrestha, S. K. *Export Market Management in Nepal.* Kathmandu: Padma Educational Traders.

PRJ 491 Project Work

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, students are required to prepare a report of their project work in the prescribed format and submit to the authorized person/body. The objective of this project work is to develop students' skills in research, particularly in areas of data collection, processing, analysis, and report writing. These reports will be evaluated by the concerned authority.

This assignment specifically aims to develop knowledge, skills and attitudes necessary for conduct of individual research at a level which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of their investigation.

Through this PW, students gain a new perspective into the real world. It is also an excellent networking platform for students to get acquainted with people from different organizations, business backgrounds, skills, expertise, etc. This will improve the student's networking skills and also expand their networking group. Specifically, the objectives of the PW include:

- To provide an opportunity for the student to integrate classroom knowledge and practice.
- To enable graduate students to do an independent study to reflect a creative endeavour that can make some contribution to knowledge in a given field.
- To develop students' ability to read professional literature, reports, and other works critically in their design, treatment of data, and conclusions.
- To strengthen the ability of students in presenting their research work in a clear, concise, and logical manner and enable other readers to use the results of their investigations.

Students must complete an **Expression of Interest** (FORM) and submit it to the PW Committee of their respective school/college. The PWC of the school/college will make its decision on student applications. Once the PW proposal submitted by the student is approved, the student is required to work under the guidance of the supervisor as assigned to him/her by the PWC.

TITLE OF THE PROJECT WORK REPORT

BY
Candidate's Full Name

A Project Work Report submitted to Pokhara University in partial fulfillment of the requirements for the degree of

Bachelor of Business Administration

at the
Name of the School/College
Pokhara University

Place
Month/Year

Declaration

I hereby declare that the project work report entitled "……(Topic of the PW Report)……" submitted for the BBA is my original work and the Project Work Report has not formed the basis for the award of any degree, diploma, or other similar titles.

Signature
Name of the Student
Date

CERTIFICATE

This is to certify that the Project Work titled **"Title of the Project Work"** submitted by **(Name of the Student) (Roll No.)** for the partial fulfillment of the requirements of BBA embodies the bonafide work done by him/her under my supervision.

_____
Signature of the Supervisor
Name
Date

Name and Signature
In-Charge of Research or PW
Date

Sequence of Items in the Project Report

The following sequence may be followed in the preparation of the Manuscript as well as the final report (Manuscript can be spiral bound):

Preliminary Information

Cover Page (On the black spiral bound cover)
Title Page
Declaration
Certificate from the Supervisor
Acknowledgements
Table of Contents

Main Body of the Report

Chapter I: Introduction

Background
Objectives of the Study
Need and Scope of the Study
Literature Review
Research Methods Used

Chapter II: Descriptive Analysis

Data Presentation
Data Analysis
Main Findings and Discussion

Chapter III: Summary and Conclusion

Summary of the Findings
Conclusion

Bibliography

Follow APA system of citation and referencing

Appendices (if any)

Checklist for the items in the report

Project Report Format (Guidelines)

Length:

Approx 30 to 35 pages (About 8000 to 10,000 words)

Paper:

A4 White bond paper

Typing:

Font – Times New Roman
Standard letter size: Title – 14 and Text – 12
Black Colour
One side of the paper
One and half line spacing

Margin:

Left and Top – 35 mm
Right and Bottom – 20 mm

Page Numbers:

All the pages in the initial part are in small roman centrally located at the bottom of the pages.
Each chapter should begin on a new page

BACHELOR OF BUSINESS ADMINISTRATION IN BANKING AND INSURANCE (BBA–BI)

CURRICULUM

Faculty of Management Studies

Pokhara University

2013

POKHARA UNIVERSITY
Bachelor Of Business Administration in Banking and Insurance (BBA–BI)

Program Objectives

The Bachelor of Business Administration in Banking and Insurance (BBA–BI) program of Pokhara University provides students with sound conceptual foundation and practical skills in various areas of banking, finance and insurance. This program aims to produce graduates who:

- have a sound knowledge base and proper conceptual underpinnings of business management, banking, finance and insurance,
- are well acquainted with the broad contexts of business organizations in Nepal and outside,
- possess analytical and problem-solving skills,
- have the ability to work in teams and individually, and
- are competent in written and oral communication, including the ability to use electronic media and computers for business communication.

Curricular Structure

The curriculum comprises the following five distinct components:

- *Foundation Courses*: These courses develop students' communication skill and provide them with strong foundation in economics, behavioral science, statistics, mathematics, information technology, and legal environment of business.
- *Management Core Courses*: These courses will help students to understand the basic principles and practices in the functional areas of management.
- *Banking and Insurance Core Courses*: These courses will help students to understand principles and practices in the basic and functional areas of banking and insurance.
- *Elective Courses*: These courses will help students to develop specialized and focused skills in the areas of their choice.
- *Project Work and Internship*: Students need to take an independent capstone project that carries the weight of 3 credit hours. The project involves fieldwork and its empirical analysis. Students must follow the prescribed formats to prepare such reports. Besides this, a student also needs to do an internship in a business organization for six to eight weeks. Aimed to provide an opportunity to gain real-life experience, this course also helps the students to apply theoretical understanding to action. The internship carries the weight of 3 credit hours.

Program Features

The BBA–BI is a four-year program structured in eight semesters. A student needs to complete 120 credit hours of course work, project work and internship for graduation.

Besides lectures, the classes are facilitated by case studies, group discussions, project assignments, field visits, class presentations and other teaching methods. In order to develop communication and interpersonal skills, students are emphasized to participate in class activities, group discussions and individual presentations.

The medium of instruction and examination for this program will be English, and a student is expected to have good English language proficiency with acceptable communication skill.

The Semester System

The prominent feature of the semester system is the continuous evaluation of a student's performance, and flexibility given to the students to progress at pace suited to his/her individual ability as per the credit requirements.

The credit hour assigned to each course of this program varies depending on its lecture, tutorial and practical work hours in a week. One lecture/contact hour per week per semester is assigned one credit. That is, a three credit hours course has 48 class hours. A faculty member is assigned to teach each of the courses. If the course is taught by more than one faculty member, then one of the members is designated as the coordinator of that course.

Entry Requirements and Admission Procedures

Eligibility

The entry requirement for a new student in BBA-BI will be Intermediate or Higher Secondary level (10+2) or Proficiency Certificate Level (PCL), or equivalent as recognized by Pokhara University. In addition, the student must pass the entrance test conducted by the concerned college.

Documents Required

The applicant is required to submit the following documents with the application form made available by the concerned college/school by paying a predetermined fee:

- Completed and signed BBA-BI application form
- Official transcripts from the academic institutions previously attended.

Certificates of all degrees should be photocopied and submitted with proper attestation. Enrolment is conditional upon completion of all admission formalities including payment of all fees as determined by the college. Incomplete applications shall not be processed.

Admission Procedures

A notice inviting applications for admission is publicly announced. Application forms and information brochures are provided, on request, after the payment of the prescribed fee.

The concerned college scrutinizes the application. The eligible candidates are informed to take the entrance test. The date and time for the entrance test are informed to the applicants by the concerned colleges. The college may also interview the candidates for the final selection for admission.

The candidates who are given provisional admission under special conditions are required to submit all necessary documents within a month after their regular classes begin. A student who fails to do so will have his/her admission cancelled.

Academic Schedule and Course Registration

An academic session consists of two semesters. The Fall Semester starts in September and the Spring Semester starts in March. Students are normally admitted to the program in the Fall Semester.

Students are required to register the courses by themselves from the concerned college at the beginning of each semester. Registration in absence may be allowed only in rare cases at the discretion of the principal. In normal cases, a student's nominee will not be allowed for course registration of the concerned student, but he/she may complete other formalities.

Addition and Withdrawal from the Course

A student will have the option to add or drop from the course. This can, however, be done only during the first three weeks of the semester.

A student wishing to withdraw from a course should apply on the prescribed form within one month of the start of the semester.

Attendance Requirements

A student must attend every lecture, tutorial, seminar and practical class. However, to accommodate for late registration, sickness and other contingencies, the attendance requirements will be a minimum of 80% of the classes actually held. If a student is absent in the class for more than four weeks without the permission of the concerned authority, his/her name will be removed from the college roll.

Normal and Maximum Duration of Study

The duration for the completion of the program is as follows:

- Normal duration: 4 Years (8 Semesters)
- Maximum Duration: 8 Years

A full-time student has to take a minimum of 12 credits.

Evaluation System

A student's academic performance in a course is evaluated in two phases:

- Internally by the concerned faculty member through quizzes, tutorials, lab works, home assignments, class tests, class participation, term papers, formal internal examination etc.
- Externally by the Office of the Controller of Examinations through semester-end examinations.

A fifty percent weight is given to each internal and external evaluation (semester-end examination). A student is required to pass the internal and external evaluations independently. The final grade awarded on the basis of his/her consolidated performance in both internal and external evaluations.

A student will get NOT QUALIFIED (NQ) status in the internal evaluation if his/her performance falls below the minimum requirement. Such students will not be allowed to appear in the semester-end examination of that particular course.

Evaluation of Elective Courses

The concerned school/college will conduct internal and semester-end examinations of the elective courses following the rules and directives of the Office of the Controller of Examination (OCE). The school/college must properly preserve answer copies and other necessary documents of these examinations and submit these to the Office of the Dean as and when instructed. The school/college must forward final grades of students to the OCE within 3 weeks after completion

of semester-end examinations and the results should not be disclosed to students till formal notification is received from the OCE. The answer sheets must be preserved in sealed bags at the respective school/college for a period of six months.

Grading System

Pokhara University follows a four-point letter grade system. The letter grades awarded to students will be as follows:

Grade	*Grade Point*	*Description*
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Good
B-	2.7	
C+	2.3	
C	2.0	Satisfactory
C-	1.7	
D+	1.3	
D	1.0	Minimum Requirement
F	0	Fail

In some rare and unusual circumstances, if a student is unable to complete all the required works for the course, he/she may be temporarily marked with an incomplete grade "I". If all the required works are not completed within the following semester, the letter "I" will be automatically converted into "F". The performance of a student is evaluated in terms of the following two indices:

- The semester grade point average (SGPA) which is the grade point average for the semester and is given by:
  SGPA = Total honor points earned in a semester/ total number of credit hours taken in a semester.
- The cumulative grade point average (CGPA) which is the grade point average for all completed semester and is given by:
  CGPA = Cumulative total honor points earned/ cumulative total number of credit hours taken.

Repeating a Course

A course may be taken only once for grade. Since passing of all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course. A student will be allowed to retake maximum of two courses to achieve a minimum CGPA of 2.0. The grade earned on the retake examination will substitute the earlier grade earned by the student in that course. A student can retake a course only when it is offered by the college/university.

Credit Transfer and Withdrawal

Up to 25% of the total credit hours of the courses completed in an equivalent program of a recognized institution may be transferred/ waived for credit on the recommendation of the

principal of the college. For the credit transfer, a student must receive a “B” or above grade in respective course. Courses taken earlier than five years from the time of transfer may not be accepted for the credit transfer. However, a student transferring from one program to another program of Pokhara University may receive a credit transfer of all the compatible courses completed with at least a “C” grade.

A student may apply for withdrawal from the entire semester only on medical grounds. The principal will examine the application for semester withdrawal, and depending on the gravity of the case, he/she will make the decision. No partial withdrawal from the courses registered in a semester will be considered.

Project Work

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, the students must prepare a report of this work in the prescribed format and submit it to the authorized person/body. The objective of these project works is to develop students’ skills in research, particularly in areas of data collection, processing, analysis, and report writing. These reports will be evaluated by the concerned authority.

Internship

Students need to do an internship as approved by the college. The purpose of internship is to provide students with the real-life, on-the-job exposure and an opportunity to apply theoretical concepts in real-life situation. Students' interest and intended area of concentration are taken into account while making the internship placement decisions.

Unfair Means

Students are strictly forbidden from adopting any unfair means in class assignments, tests, report-writing and final examination.

The following would be considered as adoption of unfair means during examination:

- Communication with fellow students for help.
- Copying from another student’s script/report/paper.
- Copying from disk, palm of hand, mobile phone, or other incriminating documents.
- Processing from any incriminating documents, whether used or not.
- Any direct or indirect approach to influence teacher for the grade.
- Unruly behavior which disrupts academic program.

If the instructor detects a student using unfair means, the student may be given an ‘F’ at the discretion of the Examination Board. Adoption of unfair means may further result in the expulsion of the student from the program, college and the University as well.

Provision for Re-totaling and Rechecking

Students may apply for re-totaling or rechecking of their grades as per the University rules.

Dismissal from the Program

A student must obtain 2.0 CGPA at the undergraduate level. If his/her performance in the past semesters does not show the possibility of maintaining this CGPA, he/she may be dismissed from the program.

Degree Requirements

For graduation a student should:

- earn at least a 'D' grade in each course as specified in the grading system section,
- complete the internship with 'Pass' grade,
- complete all the courses, project work and internship as specified in the curricular structure, section within the maximum time period mentioned in the duration of study section,
- maintain at least 2 CGPA.

Distinction and Dean's List

A student who obtains 3.6 CGPA or above will receive the BBA-BI degree with distinction. The Dean's list recognizes outstanding academic performances in the FMS. To qualify, a student must have 3.7 CGPA or above.

CURRICULUM STRUCTURE

Foundation Courses			**(33 Credit Hours)**
ENG	101	English I	3
ENG	102	English II	3
MTH	101	Business Mathematics I	3
MTH	102	Business Mathematics II	3
STT	101	Business Statistics	3
STT	201	Data Analysis and Modeling	3
ECO	101	Introductory Microeconomics	3
ECO	201	Introductory Macroeconomics	3
ENG	203	Business Communication	3
SOC	101	Fundamentals of Sociology	3
PSY	101	General Psychology	3

Management Core Courses			**(45 Credit Hours)**
MGT	111	Principles of Management	3
MIS	201	Introduction to Management Information Systems	3
MGT	211	Fundamentals of Organizational Behaviour	3
ACC	121	Financial Accounting I	3
ACC	122	Financial Accounting II	3
FIN	131	Essentials of Finance	3
FIN	231	Financial Management	3
ACC	221	Basics of Managerial Accounting	3
RCH	311	Business Research Methods	3
MKT	241	Principles of Marketing	3
MGT	311	Fundamentals of Operations Management	3
MGT	314	Management of Human Resources	3
MIS	301	Essentials of e-Business	3
MGT	411	Business Environment in Nepal	3
MGT	412	Strategic Management	3

Banking and Insurance Core Courses **(30 Credit Hours)**

FIN	171	Principles of Insurance	3
FIN	232	Management of Commercial Banks	3
FIN	238	Risk and Insurance Management	3
LAW	292	Legal Aspects of Banking and Insurance	3
FIN	331	Life and Health Insurance	3
FIN	333	Property and Liability Insurance	3
FIN	334	Treasury Management	3
FIN	335	Credit Risk Management	3
FIN	337	International Banking and insurance	3
FIN	437	Financial Institutions and Markets	3

Electives **(6 Credit Hours)**

(Two courses from the following list)

FIN	431	Corporate Finance	3
FIN	432	Microfinance	3
FIN	433	Investment Management	3
FIN	436	Fundamentals of Financial Derivatives	3
FIN	438	Trade Finance	3
FIN	471	Marketing of Banking and Insurance Products	3
FIN	472	IT for Banking and Insurance Services	3
FIN	473	Special Topics in Insurance	3

Project Work and Internship **(6 Credit Hours)**

PRJ	492	Project Work	(3 Credit Hours)
INT	392	Internship	(3 Credit Hours)

Pokhara University
BBA-BI Program
CURRICULAR STRUCTURE AND COURSE CYCLE

Semester I			Semester II		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
ENG 101	English I	3	ENG 102	English II	3
MTH 101	Business Mathematics I	3	MTH 102	Business Mathematics II	3
ECO 101	Introductory Microeconomics	3	ACC 121	Financial Accounting I	3
SOC 101	Fundamentals of Sociology	3	MGT 111	Principles of Management	3
PSY 101	General Psychology	3	ECO 201	Introductory Macroeconomics	3
		15			**15**

Semester III			Semester IV		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
ENG 203	Business Communication	3	FIN 238	Risk and Insurance Management	3
STT 101	Business Statistics	3	FIN 131	Essentials of Finance	3
FIN 132	Principles of Insurance	3	STT 201	Data Analysis and Modeling	3
ACC 122	Financial Accounting II	3	ACC 221	Basics of Managerial Accounting	3
MGT 211	Fundamentals of Organizational Behavoiur	3	RCH 311	Business Research Methods	3
		15			**15**

Semester V			Semester VI		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
MIS 201	Introduction to Management Information Systems	3	MIS 202	Essentials of e-Business	3
FIN 437	Financial Institutions and Markets	3	FIN 231	Financial Management	3
FIN 232	Management of Commercial Banks	3	LAW 292	Legal Aspects of Banking and Insurance	3
MGT 314	Management of Human Resources	3	FIN 331	Life and Health Insurance	3
MKT 241	Principles of Marketing	3	INT 392	Internship	3
PRJ 492	Project Work	3			
		18			**15**

Semester VII			Semester VIII		
Course Code	**Course Description**	**Credit Hours**	**Course Code**	**Course Description**	**Credit Hours**
MGT 311	Fundamentals of Operations Management	3	MGT 411	Business Environment in Nepal	3
FIN 333	Property and Liability Insurance	3	MGT 412	Strategic Management	3
FIN 334	Treasury Management	3	FIN 337	International Banking and Insurance	3
FIN 335	Credit Risk Management	3		Elective II	3
	Elective I	3			
		15			**12**

ENG 101 English I
BBA-BI, First Year, First Semester

Course Description

This course comprises all aspects of the English language including speaking, pronunciation, listening, reading and writing. The focus is on improving the students to communicate clearly and effectively. The syllabus for the lessons is based on the course books, but the teacher will also use lots of other materials, including suggestions from students so the content of the class can be more useful and interesting. Students are expected to participate as much as possible, but they will work individually, in pairs and groups as well as the whole class. The teacher will correct their spoken and written errors so that they become more accurate and they will progress quickly.

General Course Objectives

The general objectives of the course will be to enable students to

- extend their vocabulary
- increase their fluency
- become more accurate
- communicate in English more easily
- understand more of the world around them

Specific Course Objectives

The specific objectives of the course will be to enable students to

- understand and use basic everyday phrases;
- introduce themselves and ask and answer questions about personal details;
- interact with a co-operative partner;
- acquire a basic repertoire of words and phrases;
- demonstrate limited grammatical control;
- mange short utterances;
- understand sentences and frequently used expressions related to immediately relevant areas;
- communicate in simple and routine tasks;
- describe in simple terms aspects of their background, immediate environment and matters of personal interest;
- use basic sentence patterns;
- use simple structures correctly; and
- read and write on general topics on different themes.

Course Content Areas

The content will include a selection of rich interdisciplinary texts of general academic interest and business texts of various genres. The key areas are as follows: personal identification; house and home, environment; daily life; free time, entertainment; weather; travel; relations with other people; health and body care; education; shopping; food and drink; services; places; cultures; science; environment; language; ancient tales, animals, television, cross-cultural bridges, anthropology, and literature.

Teaching Methods

The suggested teaching method is an eclectic mix of lectures, demonstrations, presentations, activities, and seminars. The specific methods for specific units are as suggested for teachers in the course books. Question models will be developed during the teacher orientation program and made available to the campuses.

Basic Texts

1. Grant, D., Hughes, J., & Turner, R. *Business Result: Elementary Student's Book*. Oxford: OUP. (including Elementary Interactive Workbook with video)
2. Nisani, M., & Lohani, S. *Adventures in English Vol I* (3rd ed.). Kathmandu: Ekta. (including Sounds of English and Stories and Poems cassettes)

References

1. Hughes, J. *Business Result: Elementary. Teacher's Book*. Oxford: OUP. (including Elementary Class DVD and Elementary Teacher Training DVD).
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP.
3. Carter, R., & McCarthy, M. *Cambridge Grammar of English*. Cambridge: CUP.

MTH 101 Business Mathematics I
BBA-BI, First Year, First Semester

Course Objectives
The purpose of this course is to provide basic knowledge of algebra, equations and functions for business applications. The course also attempts to impart the knowledge of mathematics of finance, systems of linear equations and matrices to handle various problems related to business and economics.

Course Description
This course covers basic arithmetic and algebraic skills, applications of sets, properties of real numbers; polynomial, logarithmic and exponential equations and functions and their applications in business and economics. Moreover, this course covers matrices & determinants, and mathematics of finance.

Course Outcomes
By the end of this course, students should be able to:
- understand basic algebraic skills and their applications;
- apply different set operations to solve the related problems;
- express and solve business related problems by using equations and inequalities;
- understand the concept of function and visualize the graphs of various types of functions;
- understand the time value of money and solve the problems related to appreciation, depreciation, annuities; and
- apply matrix operations to solve the problems related to business and economics.

Course Contents

Unit I: Basic Algebraic Concepts 10 hours
Integral Exponents, Radicals and Rational Exponents, Operations with Algebraic Expressions, Factoring, Algebraic Fractions, Permutation and combination, Sets, Real Numbers.

Unit II: Linear Equations and Functions 8 hours
Linear Equations and Inequalities in One Variable, Functions, Graphs, Linear Functions, Graphical Solutions of Equations, Solutions of Systems of Linear Equations (up to Three Equations in Three Variables), Applications of Functions in Business and Economics (Total Cost, Total Revenue, and Profit; Break-Even Analysis; Supply, Demand, and Market Equilibrium).

Unit III: Quadratic and Other Special Equations and Functions 6 hours
Quadratic Equations (Factoring Methods, the Quadratic Formula), Quadratic Inequalities, Quadratic Functions: Parabolas, Business Applications of Quadratic Functions (Supply, Demand, and Market Equilibrium; Break-Even Points and Maximization), Special Functions and Their Graphs, Polynomial and Rational Functions, Piecewise Defined Functions, Modeling; Fitting Curves to Data with Graphing Utilities.

Unit IV: Exponential and Logarithmic Equations and Functions 6 hours

Exponential Functions, Modeling with Exponential Functions, Logarithmic Functions and Their Properties (Logarithmic Functions and Graphs, Properties of Logarithms, Change of Base), Modeling with Logarithmic Functions, Solution of Exponential Equations, Applications of Exponential and Logarithmic Functions (Growth and Decay, Economic and Management Applications, Gompertz Curves and Logistic Functions).

Unit V: Matrices and Determinant 8 hours

Matrices, Matrix operations, Matrix equations, Determinant, Inverse of a Matrix, Cramer's Rule, Leontief Input-Output Models.

Unit VI: Mathematics of Finance 10 hours

Simple Interest (Simple Interest, Arithmetic Sequences), Compound Interest (Compound Interest, Geometric Sequences), Future Value of Annuities (Ordinary Annuities, Annuities Due), Present Values of Annuities (Ordinary Annuities, Annuities Due, Deferred Annuities), Loans and Amortization (Unpaid Balance of a Loan).

Basic Texts

1. Harshbarger, R. J., & Reynolds, J. J. *Mathematical Applications for the Management, Life, and Social Sciences.* USA: Brooks Cole.
2. Budnick, F. S. *Applied Mathematics for Business, Economics and the Social Sciences*. New Delhi: Tata McGraw-Hill.

References

1. Haeussler, E. F., Paul, R. S., & Wood, R. J. *Introductory Mathematical Analysis for Business, Economics and the life and Social Sciences.* New Delhi: Prentice Hall.
2. Shrestha, K. K., & Thagurathi, R. K. *Applied Mathematics. Kathmandu*: Buddha Academic Enterprises.

ECO 101 Introductory Microeconomics
BBA-BI, First Year, First Semester

Course Objectives
This course is designed to reinforce and expand students' understanding of the basic microeconomic theory. It aims to provide students with an introductory-level treatment of economic theory with emphasis on the technique besides the results. Besides, it helps the students to master the basic tools used by the prominent economists, and makes them able to apply these tools in a variety of contexts to set up and solve economic problems.

Course Description
The first three units of this course examine the two fundamental microeconomic topics, viz. the introduction to microeconomics, consumer theory and producer theory. Then the course focuses on market competition with the introduction of monopoly, oligopolistic and monopolistic competition. The major concentrations of this course are: supply and demand, consumer demand theory: preferences and choice, rationality assumptions, and budgetary constraints, producer theory: production and costs functions, market structure: perfect competition, monopoly, monopolistic competition, and oligopoly and distribution theory.

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

- explain basic economic terminology (as e.g. opportunity costs, marginal utility, consumer's equilibrium etc) in a comprehensive and intuitive way;
- describe and justify the main assumptions behind simple economic models as e.g. the demand and supply model, the perfect competition model, the monopoly model, etc;
- illustrate diagrammatically these models and perform policy experiments (e.g. introducing taxes);
- derive numerically economic instruments and learn how to use them in practice (e.g. price elasticity, optimum commodity purchase, profit maximization, Lerner's index etc.);
- solve algebraically simple microeconomic models in order to determine the equilibrium economic variables, and reflect on the solutions with a critical mind;
- use economic intuition to explain topical policy issues (e.g. why are housing taxes popular among economists?).

Course Contents

Unit I: Introduction to Microeconomics 6 hours
Introduction to Economic Theory: Problem of Scarcity, Introduction to Microeconomics and Macroeconomics, Function of Microeconomic Theory, Comparative Statics and Dynamics, Positive and Normative Economics, and Fundamental Principles of Economics.

Unit II: Theory of Consumer Behavior 10 hours
Meaning and Concept of Demand, Meaning and Concept of Supply, Law of Demand and Supply, Shifts in Demand and Supply, Price Elasticity of Demand, Income Elasticity, Cross Price Elasticity and Price Elasticity of Supply, Determinants of Elasticity, Uses and Importance of Elasticity. Cardinal Approach of Utility, Consumer Equilibrium, Ordinal Approach of Utility,

Indifference Curve, Marginal Rate of Substitution, Budget Line, Consumer's Equilibrium, Application of Ordinal Analysis- Separation of Substitution and Income Effect from Price Effect for Normal, Inferior and Giffen Good.

Unit III: Production and Cost **8 hours**

Short Run and Long Run Production Functions: Law of Variable Proportions, Law of Returns; Optimal Input Combination; Classification of Costs; Short Run and Long Run Cost Curves and Interrelationships. Economies of Scale: Internal and External. Revenue Curves: Optimum Size of the Firm, Factors Affecting the Optimum Size.

Unit IV: Market Structures and Pricing **8 hours**

Equilibrium of the Firm and Industry: Perfect Competition, Monopoly, Monopolistic Competition, Monopoly Power, Discriminating Monopoly, Aspects of Non-price Competition; Meaning of an Oligopolistic Behavior.

Unit V: Theory of Distribution **8 hours**

Input Price and Employment under Perfect Competition and Imperfect Competition. Demand and Supply Curve of a Firm for an Input. Input Pricing under Bilateral Monopoly. Concepts of Wage Differential, Minimum Wage and Brain Drain.

Basic Texts

1. Mankiw, N. G. *Principles of Microeconomics.* Dryden Press, Harcourt Brace College Publishers.
2. Salvatore, D. *Theory and Problems of Microeconomics theory, Schaum's Outline Series*. New Delhi: Tata McGraw Hill.

References

1. Salvatore, D. *Principles of Microeconomics*. New Delhi: Oxford University Press.
2. Koutsoyiannis, A. *Modern Microeconomics*. London: Macmillan Education Ltd.
3. Dwivedi, D. N. *Principles of Microeconomics*. New Delhi: Pearson Education.
4. Cowell, F. A. *Microeconomics Principles and Analysis.* New Delhi: Oxford University Press.
5. Watson, D. S. & Getz, M. *Price Theory and Its Uses.* New Delhi: AITBS Publishers and Distributors.

SOC 101 Fundamentals of Sociology
BBA-BI, First Year, First Semester

Course objectives
The course aims to provide students with basic sociological concepts that will help students understand various ideas on society, culture, group, organizations, etc. By knowing all these concepts, students' knowledge on organization, business and management will be enhanced and such that they will be able to apply their enriched knowledge in their future career and endeavor.

Course description
This course presents basic ideas and foundations of sociology through an argument of various sociological variables, terms, terminology and subject matter. The course includes, besides an introduction to sociology, basic sociological ideas like society, culture, norms, values group. It comprises of social institution like religion, family, and others, which help students understand more about existing social structure. More importantly, course has tried to explain the basic sociological theories, social change and some emerging social perception, understanding on sexuality, crime and deviance. Moreover, Max Weber's theory of bureaucracy, group and group behavior, sociology theories of organization are not less important to include in the course, since they will entail a nexus between sociology and management and basic sociological tenet.

Course Outcomes
By the completion of this course, the students should be able to:

- know the basic ideas on the emergence of sociology, methods of study, subject matter and nature of sociology;
- exhibit the understanding on the relationship of sociology with other social sciences and business-management;
- express the knowledge on foundations of sociology like society, culture, group, norms, values, etc., along with ideas on sexuality, crime, etc;
- analyze various social institutions like family, economic institutions, religion;
- understand and evaluate basic sociological theories and it connotation to management;
- can discuss social stratification to view how societies are divided into different groups on the basis of power, prestige and property and create inequality; and
- evaluate the ideas of social change and socialization.

Course contents

Unit I: Introduction to sociology **6 hours**
Meaning of sociology; nature of sociology; subject matter of sociology; emergence of sociology and methods of sociology along with brief description on the contribution of founders of sociology; Relationship of sociology with economics, psychology, political science and business-management.

Unit II: Theoretical perspective in sociology **8 hours**
What is perspective?
Functionalism: Meaning, context, basic tenets or key assumptions: Functionalism of Emile Durkheim and Talcott Parsons (Basic ideas with criticism).

Interactionism: Meaning, context, basic tenets or key assumptions : Interactionism of George Herbert Mead and Herbert Blumer (Basic ideas and criticism).
Conflict theory: Meaning, context, basic tenets or key assumptions: Conflict theory of Karl Marx and Max Weber (basic ideas and criticism).
Post modernism: meaning, context, basic tenets or key assumptions: Post Modernism of Fredric Jameson and Jean Baudrillard (basic ideas and criticism).

Unit III: The foundations of society 14 hours
Society: Meaning, Definition, nature and types (Industrial and pre-industrial).
Culture: Meaning, definition, features and functions; types (material and non-material); sub-culture (youth, ethnic and age sub culture vis-a-vis society and organization, e.g. Consumer behavior, organizational culture)
Norms, values, status and role: meaning, definition and types; linkage to business and management
Socialization: Meaning, definition and function of socialization; agents of socialization; types of socialization (primary and secondary socialization); theories of primary socialization; personality and socialization
Group and organization: Group- meaning, definition and features; types (various types with focusing on primary and secondary groups). Organization- meaning, definition (view from founding fathers of sociology); formal and informal organization; Max Weber's Bureaucracy; sociology of organization; work and leisure; group dynamics; dynamics of social capital
Sexuality: understanding sexuality; sexual issues (pornography, teen pregnancy, prostitution and sexual violence, sexual abuse)
Crime and deviance: Meaning, definition and difference between them
Conformity and sanction: meaning and definition

Unit IV: Social stratification 7 hours
Meaning, definition and features; Functional and conflict approach to social stratification; Stratification and inequality; Class, caste, ethnicity and gender as various aspects of social stratification- Meaning, definition, features and Nepalese context.

Unit V: Social Institution 7 hours
Meaning, definition ,features, function and types (as required by subject matter): family, marriage, polity, economic institution, religion (along with dysfunction), educational institution; Conflict and functional approach to religion and education; Nepalese context.

Unit VI: Social change 6 hours
Meaning, definition and features; Factors of social change; Conflict approach to social change; Application and experiences in Nepalese society.

Basic Texts
1. Horton, P. B., & Haunt, C. L. *Sociology*. New Delhi: Tata McGraw Hill.

References
1. Abraham, M. F. *Contemporary Sociology: an introduction to concepts and theories*. New Delhi: Oxford University Press.

2. Abraham, M. F. *Modern Sociological Theory: An Introduction*. New Delhi: Oxford University Press.
3. Bhandari, U. et al. *Sociology for Management*. Kathmandu: Buddha Academic Enterprises.
4. Etzioni, A. *Modern Organization*. New Delhi: Prentice Hall of India. Pvt. Ltd.
5. Haralombos, M., & Heald, R. M. *Society: Themes and Perspective*. New Delhi: Oxford University Press.
6. Inkeles, A. *What is Sociology? An Introduction to Discipline and Profession*. New Delhi: Prentice Hall of India Pvt. Ltd.
7. Macionis, J. J. *Sociology*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
8. Ritzer, G. *Modern Sociological Theory*. USA: McGraw-Hill Companies, Inc.
9. Solomon, M. R. *Consumer Behaviour: Buying, Having and Being (8th ed.)*. New Delhi: PHI Learning Pvt. Ltd.
10. Turner, J. H. *The Structure of Sociological Theory*. Jaipur: Rawat publication.

PSY 101 General Psychology
BBA-BI, First Year, First Semester

Course Objectives
The objective of this course is to familiarize students with the basic psychological concepts and processes to understand human mind and behavior in relation to self and others. Specifically, it provides a basic understanding of psychological science of human nature. It familiarizes students on how biology, cognition and action influence the human behavior and personality of the individual. It helps to acquire the knowledge of different psychological processes and their effect on human cognition and behavior. Finally, it develops an understanding of how human behavior can be understood, shape, and applied in individual and group/social level.

Course Description
This course surveys the major concept, theories, and processes of basic psychology. It addresses the core psychological process as well as their importance on individual and social setting.

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

- know basic concepts of human psychology and the core processes related to psychology;
- have an idea of the major theories that explain human behavior and cognitive processes;
- use psychological knowledge to describe and explain human behavior in personal and social settings; and
- apply human psychology in understanding and explaining individual and social level of behavior.

Course Contents

Unit I: Introduction to Psychology as a science of Mind and Behavior 5 hours
Nature, modern history, of Psychology, common sense and psychology, similarities and differences with other social sciences; Perspectives of psychology (Biological perspective, cognitive perspective, behavioral perspective, Psychodynamic and humanistic perspective, Socio-cultural perspective and evolutionary perspective); Scientific method and psychological research

Unit II: Biological Basis of Behavior 5 hours
Importance of Biology in psychological understanding of behavior, Neurons, nervous system, structure and functions of central nervous system, Endocrine system and its importance.

Unit III: Sensation and Perception 10 hours
Sensation*:* Meaning, importance, sensory threshold, habituation and adaptation; Types of sensory experiences, structure and functions of Visual and auditory sensation, ***Perception***: definition and characteristics**;** Perceptual processes (Pathways in Brain and top-down and bottom-up processing), subliminal and extrasensory perception, Theoretical explanation of perceptual organization (Gestalt principles), Perceptual ambiguity and distortion. Social cognition and behavior: process of social cognition, attitude, social influence, prejudice and discrimination.

Unit IV: Learning and Memory **9 hours**

Learning: Nature of learning (Behavioral vs. cognitive, instinct, and complex forms of learning) Classical condition learning and its application; Operant conditioning learning and behavior modification and shaping, Cognitive learning (cognitive map, insight and observational learning). ***Memory:*** Memory phenomenon and basic processes (encoding, storage and retrieval), Models of memory; Parallel Distributed Processing Model and Information Processing Model, Retrieval (cues, recall, recognition, reconstruction, and automatic encoding); Forgetting: nature and causes of forgetting, memory and the brain, amnesia and false memories.

Unit V: Cognition (Thinking and Intelligence) **7 hours**

Thinking: Definition and nature, component of thought (mental images, concepts, prototypes) and reasoning, thought and brain; Problem solving and decision making (preparation, production and judgment): obstacles in problem solving thinking and decision making; Creativity; ***Intelligence:*** nature, types, and determinants of intelligence, Intelligence tests and concept of IQ; Individual differences in intelligence.

Unit VI: Motivation, Emotion and Stress **7 hours**

Motivation: Nature and characteristics of motivation, Instinct, drive-reduction approach, arousal approach, incentive approach of motivation, cognitive approach to motivation; Physiological need and motivations (Hunger and sex), Socio-psychological motivation (need for achievement and power); ***Emotion:*** nature and types and functions of emotion; James-Lange, Cannon-Bard, and Schachter-Singer theories of emotion. Emotion and Health; ***Stress:*** stressor and the cost of stress, general adaptation syndrome model, psychoneuroimmunology of stress; Coping stress, style and learned helplessness, social support;

Unit VII: Personality **5 hours**

Nature and determinants of personality, Theories of personality: Freud's theory; Trait theory (Allport and Cattel's theory); Big five personality traits, evaluation; Bandura's social cognitive theory, evaluation; Humanistic approach; Measurement of personality; Self-report; Projective tests, Behavioral assessment.

Basic Texts

1. Feldman, R. S. *Understanding Psychology*. New Delhi: Tata McGraw Hill.
2. Ciccarelli, S. K., & Meyer, C. E. *Psychology*. New Delhi: Pearson Education.

References

1. Zimbardo, P. G., Johnson, R. L., & McCann, V. *Psychology: Core concepts*. USA: Pearson Education.
2. Passer, M. W., & Smith, R. E. *Psychology: The Science of Mind and Behavior*. New York: McGraw Hill.

ENG 102 English II
BBA-BI, First Year, Second Semester

Course Description
The second semester English course is built on the first semester course and aims at developing students' language proficiency along similar lines. This course comprises all aspects of the English language including speaking, pronunciation, listening, reading and writing. The focus is on improving the students to communicate clearly and effectively. The syllabus for the lessons is based on the course books, but the teacher will also use lots of other materials, including suggestions from students so the content of the class can be more useful and interesting. Students are expected to participate as much as possible, but they will work individually, in pairs and groups as well as the whole class. The teacher will correct their spoken and written errors so that they become more accurate and they will progress quickly.

General Course Objectives
The general objectives of the course will be to enable students to

- extend their vocabulary
- increase their fluency
- become more accurate
- communicate in English more easily
- understand more of the world around them

Specific Course Objectives
The specific objectives of the course will be to enable students to

- make themselves understood in short turns;
- respond to questions and take part in simple conversation;
- link ideas together in a simple way;
- read and enjoy longer texts and write about them;
- understand the main points of clear standard input on familiar matters;
- deal with most situations likely to arise while traveling;
- produce connected texts on familiar topics;
- describe experiences and events, plans, hopes and ambitions;
- give brief reasons and explanations for opinions and plans;
- have enough language to get by in everyday situations;
- express themselves reasonably accurately;
- initiate and deal with familiar everyday interactions;
- link ideas into connected linear sequences; and
- read and write on general topics on different themes

Content Areas
The content will include a selection of rich interdisciplinary texts of general academic interest and business texts of various genres. The key areas are as follows: personal identification; house and home, environment; daily life; free time, entertainment; weather; travel; relations with other people; health and body care; education; shopping; food and drink; services; places; cultures; science; environment; language; and literature.

Teaching Method

The suggested teaching method is an eclectic mix of lectures, demonstrations, presentations, activities, and seminars. The specific methods for specific units are as suggested for teachers in the course books and teacher manual. Question models will be developed during the teacher orientation program and made available to the campuses.

Basic Texts

1. Grant, D., & Hudson, J. *Business Result: Pre-intermediate Student's Book*. Oxford: OUP, 2009. (including Pre-intermediate Interactive Workbook with video)
2. Nisani, M., & Lohani, S. *Adventures in English Vol II*.(3rd ed.). Kathmandu: Ekta 2013. (including Sounds of English and Stories and Poems cassettes)

References

1. Bartram, M. *Business Result: Pre-intermediate. Teacher's Book*. Oxford: OUP, 2009. (including Pre-intermediate Class DVD and Pre-intermediate Teacher training DVD)
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
3. Carter, R., & McCarthy, M. *Cambridge Grammar of English*. Cambridge: CUP, 2006.

MTH 102 Business Mathematics II
BBA-BI, First Year, Second Semester

Course Objectives
The purpose of this course is to provide sound knowledge of derivatives of function of single variable as well as several variables, optimization techniques, and their applications in business and economics. The course also imparts the knowledge of integration and linear programming and their applications.

Course Description
This course covers limits and continuity of a function, derivative of a function of single variable and several variables and their applications in business and economics. It also covers optimization problems, integration and its applications. Moreover, it deals with graph of inequalities and linear programming.

Course Outcomes
By the end of this course, students should be able to:
- apply differentiation techniques to solve the related problems;
- use derivatives to determine rate measures and solve optimization problems;
- solve the problems related to definite and indefinite integrals; and
- understand the concept of linear optimization.

Course Contents

Unit I: Derivatives **10 hours**
Limit of function, Continuity and discontinuity of function, Average Rates of Change, Instantaneous Rates of Change: The Derivative, Techniques of differentiation, Derivative of: algebraic, exponential and logarithmic functions, Higher order derivatives, Applications related to rate measures.

Unit II: Applications of Derivatives **7 hours**
Concavity: Points of Inflection, Relative Maxima and Minima, Absolute Maxima and Minima, Optimization in Business and Economics (Maximizing Revenue, Minimizing Cost, Maximizing Profit, Profit in a Monopoly Market, Profit in a Competitive Market), Elasticity.

Unit III: Functions of Several Variables **8 hours**
Functions of Two or More Variables, Partial Differentiation (First-Order Partial Derivatives, Higher-Order Partial Derivatives), Applications of Partial Derivatives in Business and Economic, Differentials, Total Derivatives.

Unit IV: Optimization: Functions of Several Variables **6 hours**
Maxima and minima of functions of several variables, Discriminating monopolists, Constrained Optimization: The Method of Lagrange Multipliers.

Unit V: Integration and its Applications **10 hours**

Indefinite integrals, Techniques of integration, Definite integrals, Consumer's Surplus and Producer's Surplus, Improper integrals, Ordinary differential equations.

Unit VI: Inequalities and Linear Programming **7 hours**

Linear Inequalities in Two Variables, Linear Programming Model, Graphical Solution Method, Special Cases (infeasible solution, unbounded solution, alternative optima).

Basic Texts

1. Harshbarger, R. J., & Reynolds, J. J. *Mathematical Applications for the Management, Life, and Social Sciences***.** USA: Brooks Cole.
2. Budnick, F. S. *Applied Mathematics for Business Economics and the Social Sciences*. New Delhi: Tata McGraw Hill.

References

1. Hoffmann, L. D, & Bradley, G. L. *Calculus for Business, Economics, and the Social and Life Sciences.* New Delhi: Tata McGraw Hill.
2. Shrestha, K. K., & Thagurathi, R. K. *Applied Mathematics*. Kathmandu: Buddha Academic Enterprise.

ACC 121 Financial Accounting I

BBA-BI, First Year, Second Semester

Course Objectives

The aim of this course is to provide students with an understanding of the basic concepts, principles, procedures and techniques underlying the accounting process and make them able to prepare financial statements of an organization.

Course Description

The course will cover the nature, scope and function of accounting; basic fundamental concepts and generally accepted accounting principles and practices; the accounting cycle; journalizing adjusting entries, preparation of financial statements; accounting for cash and cash equivalent transaction. The course will also include computer-based project work / case studies.

Course Outcomes

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

- understand accounting concepts, GAAP and accounting standards, and their role;
- introduce the legal and practical aspects of financial reporting with its components and characteristics;
- identify the difference between accrual and cash basis accounting, and carry out adjusting entries;
- prepare financial statements i.e. income statement, balance sheet and cash flow statement;
- explain cash and cash equivalents and prepare bank reconciliation statement;
- appreciate the role of accounting software applications play in gathering, recording, reporting and interpreting financial accounting information; and
- use computers to record and process business transactions.

Course Contents

Unit I: The Conceptual Foundation of Accounting 7 hours

Accounting as a language of business, forms of business organizations, types of activities performed by business organization; Users of accounting information: internal and external; Qualitative characteristics of accounting information; The accounting profession, role and activities of an accountant; The accounting framework - basic accounting assumptions, concepts, GAAP, definitions and terminology, Accounting information system in modern business organizations; Use of computers in accounting process.

Unit II: Basics of Corporate Reporting 5 hours

Legal requirements of accounting, provisions of Company Act relating to accounting, introduction to accounting standards (IFRS and NAS), annual report, major components, basic components of financial statements, basic financial statements: Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Accounting Policies and Notes, Introduction to audit, Legal provisions regarding audit of accounts in Nepal.

Unit III: Processing and Recording Business Transactions 6 hours

The Basis for Recording Transactions: Sources of accounting information, External and internal events; Accounting transaction, the accounting equation and analysis of transactions, the role of source documents.

The Double Entry System: Debits and credits and its rules; The journals; T account; General ledger; Normal account balances; Objectives and preparation of trail balance; Use of excel in processing business transaction.

Unit IV: Accrual Accounting and Adjustments 12 hours

Adjusting Entries: The revenue recognition principle, matching principle; Cash verses accrual basis of accounting, The need for adjusting entries; Types of adjusting entries; Journalizing adjusting entries; Effects of failing to prepare adjusting entries, Preparation of adjusted trial balance.

Worksheet and Accounting Cycle: Preparation of ten and twelve column work-sheet; Preparing financial statements from the work sheet The closing process; Post-closing trail balance; Completion of accounting cycle.

Unit V: Preparation of Financial Statements 12 hours

Income Statement: Concepts and major components; revenues, cost of goods sold, gross profit, net income and retained earnings; statement of retained earnings, preparation of income statement with vertical multi-step format.

Balance Sheet: Concepts and major components; assets, liabilities and stockholders' equity; preparation of balance sheet under vertical- classified format; use of computers in preparation of income statement and balance sheet**.**

Cash Flow Statements: Cash flows and accrual accounting; purpose of the statement of cash flows; financing, investing and operating activities; formats of statement of cash flows; preparation of cash flow statement using direct method, Reconciling cash flow under operating activity using indirect method, use of computers in preparation of cash flow statement.

Unit VI: Accounting for Cash and Cash Equivalents 6 hours

Components of cash and cash equivalents; preparation of the bank reconciliation statement and the need for adjustments to accounting records; petty cash, balance sheet presentation of cash and cash equivalent, Internal control system; Cash control: receipt and disbursement.

Basic Text

Porter, G. A., & Norton, C. L. *Financial Accounting: The Impact on Decision Makers*. USA: The Dryden Press.

References

1. Hermanson, H. R., & Edwards, D. J. *Financial Accounting: A Business Perspective*. USA: Von Hoffmann Press.

2. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. *Financial Accounting.* New Delhi: Wiley India Pvt. Ltd.
3. Narayanswamy, R. *Financial Accounting: A Managerial Perspective*. New Delhi: Prentice Hall of India.
4. Koirala, M. P., Acharya, C., Sharma, L. P. B., Sharma, N., & Gautam, C. M. *Financial Accounting*. Kathmandu: Buddha Academic Enterprises.
5. Nepal Accounting Standards (NASs)
6. International Accounting Standards (IASs) / International Financial Reporting Standards (IFRSs)

MGT 111 Principles of Management

BBA-BI, First Year, Second Semester

Course Objectives

The purpose of this course is to provide students with a broad and integrative introduction to the theories and practice of management. In particular, this course focuses on the major areas of the management process: planning, organizing, leadership and control from an organizational viewpoint. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations.

Course Description

This course presents a thorough and systematic coverage of management theory and practice, and focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. Special attention is given to communication, motivation, leadership, team management, quality management, conflict management, and organizational change and development.

Course Outcomes

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

- understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management;
- demonstrate knowledge about the historical development, theoretical aspects, and emerging trends and developments in management;
- conceptualize how internal and external environment shape organizations and their responses;
- analyze organizational goals, planning systems, organizational structures, staffing practices, and conflict management strategies of an organization;
- examine the interpersonal talents a manager must develop to be effective as a leader and change agent; and
- discuss various concepts and approaches to decision making, leadership, employee motivation, management control, work group behavior, and quality management.

Course Contents

Unit I: The Nature of Management **10 hours**

Introduction to Management: Definition; Characteristics of management; Principles of management; Process and functions of management; Managerial hierarchy and levels; Managerial Skills and roles; Emerging issues and challenges for management.

Management Theories: The classical, behavioural, management science, systems, contingency, and contemporary perspectives on management.

The Environmental Context of Management: Concept; Organization-environment interface; Types and components of organizational environment; Emerging business environment in Nepal.

Unit II: Planning and Decision Making **7 hours**

Organizational Goal Setting and Planning: Organizational goals – purpose and functions; The planning function – planning system, methods, types, and steps in the planning process; Concept of strategic planning - situational analysis; Tools to aid strategic planning.

Managerial Decision Making: Concept; The decision making process; Types and conditions of decision making; Group decision making; Techniques to aid decision making.

Unit III: Organizational Structure and Staffing **10 hours**

Organizational Structure and Design: Principles, process, and approaches to organizing; Organizational design – major types; Departmentation; Authority, power and responsibility; Delegation and decentralization of authority; Informal organization; Emerging concepts in organizing and design.

Staffing: Concept, objectives, importance and components of staffing; Human resource management system.

Unit IV: Mobilizing Individuals and Groups **11 hours**

Leadership: Concept and functions; Leadership versus management; Qualities of good leadership; Leadership traits and styles; Approaches to leadership.

Managing Work Teams: Concept, importance, types, and formation of work groups; Team management – concept, types and strategy for effective team management; Organizational conflicts – concept, types, and sources; Conflict management strategies and techniques.

Employee Motivation: Concept and types; Theories of Maslow and Herzberg; Techniques of employee motivation.

Interpersonal and Organizational Communications: Concept and purpose; Communication network and process; Communication flows; Types of communication; Barriers to effective communication; Enhancing organizational communication.

Unit V: Management Control System **5 hours**

Control System: Concept, types and process; Features of effective control; Managing information for effective control; Techniques of control.

Quality Management: Concept and principles; Quality control – concept and methods; Total Quality Management – concept and techniques; Factors affecting control; Deming management; Emerging quality management issues and challenges.

Unit VI: Organizational Change and Development **5 hours**

Organizational Change: Concept; Forces for change – internal and external; Need for planned change; Process of planned change; Resistance to change; Causes of resistance; Overcoming resistance to change; Implementing and monitoring the change process.

Organizational Development: Concept, objectives, key benefits, OD activities and process.

Basic Texts

1. Robbins, S. P., & DeCenzo, A. D. *Fundamentals of Management*. New Delhi: Pearson Education.
2. Griffin, R. W. *Management*. New Delhi: AITBS Publishers and Distributors.

References

1. Bateman, T. S. & Snell, S. A. *Management: Competing in the New Era*. New Delhi: Tata McGraw Hill.
2. Pant, P. R. *Principles of Management*. Kathmandu: Buddha Academic Enterprises.
3. Paudel, S. R., Pradhan, G. M., & Bhandari, K. P. *Principles of Management*. Kathmandu: Asmita Publications.
4. Weihrich, H., Cannice, M. V. & Koontz, H. *Management: A Global Perspective.* New Delhi: Tata McGraw Hill.

ECO 201 Introductory Macroeconomics
BBA-BI, First Year, Second Semester

Course Objectives
This course is designed to reinforce and expand students' understanding of the basic macroeconomic theory. It aims to provide students with an introductory-level treatment of economic theory with emphasis on the technique beside the results. Besides, it helps the students to master the basic macroeconomic tools used by the prominent economists in practice, and makes them able to apply these tools in a variety of contexts to set up and solve macroeconomic problems.

Course Contents
The first two units of this course examine the two fundamental macroeconomic topics, viz. national income & employment. Then the course focuses on various macroeconomic theories, viz. consumption, saving and investment functions and macroeconomic equilibrium as well as macroeconomic issues and policies viz. inflation, trade cycle and fiscal monetary policies. The major concentrations of this course are: national income and employment, consumption, saving and investment, aggregate demand and aggregate supply, determinations of macroeconomic and general equilibrium of an economy.

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

- explain basic macroeconomic terminology (as e.g. national income, aggregate demand, aggregate supply, trade cycle, inflation etc.) in a comprehensive and intuitive way;
- describe and justify the main assumptions behind simple macroeconomic models as e.g. the aggregate demand and aggregate supply model, saving investment equality model, etc;
- illustrate diagrammatically these models and perform policy experiments;
- derive numerically macroeconomic instruments and learn how to use them in practice (e.g. national income, multiplier, inflation etc.);
- solve algebraically simple macroeconomic models in order to determine the equilibrium economic variables, and reflect on the solutions with a critical mind; and
- use economic intuition to explain topical policy issues (e.g. fiscal policy, monetary policy and fiscal-monetary mix).

Course Contents

Unit I: Nature and Scope of Macroeconomics **4 hours**
Meaning and Concept of macroeconomics; Basic issues in macroeconomics: unemployment, inflation, business cycles, and economic growth; Scope and importance of macroeconomics; Distinction and interdependence between microeconomics and macroeconomics.

Unit II: National Income: Concept and Measurement 10 hours

Circular Flow of Income and Expenditure: two, three and four sector economy, Meaning, definitions and various concept of National income, Methods of computing/measuring National income, Difficulties in the measurement of National income, Importance of National income analysis.

Unit III: Theories of Employment 5 hours

Classical theory of employment and output, Summary of the classical model (including Say's law and Quantity theory of money), Principle of Effective Demand: Aggregate demand price, Aggregate supply price, Determination of effective demand, Importance of effective demand, Repudiation of Say's law and Full Employment Theory.

Unit IV: Consumption Function, Saving Function and Investment Functions 7 hours

Meaning of consumption function, Keynes's psychological law of consumption, Concept of MPC and APC, Determinants of the consumption function, Measures to raise the propensity to consume, Saving function, Meaning of capital and investment, Types of investment, Determinants of investment, Marginal Efficiency of Capital (MEC), Marginal Efficiency of Investment (MEI); Relation between MEC and the MEI.

Unit V: Macro-Economic Equilibrium 12 hours

Meaning and concepts goods market, Determination of equilibrium level of income in two-, three- and four- sector economy (Goods market equilibrium) with aggregate expenditure and aggregate output, Equilibrium with saving and investment, Concept of multiplier, Determination of multiplier in two-, three- and four-sector economy, Leakages of multiplier, Importance of multiplier. IS and LM Function: General Equilibrium of Product and Money Markets, The product (goods) market, Deriving the IS Curve, The money market, Deriving the LM Curve, Shift in the IS and LM functions, Changes in general equilibrium, Simultaneous shift in the IS and LM function, Derivation of aggregate demand curve (AD), Derivation of aggregate supply curve (AS), Equilibrium with AD-AS, change in macroeconomic equilibrium with shift in AD and AS.

Unit VI: Macro-Economic Phenomenon and Policies 10 hours

Inflation: Meaning and measures of inflation, inflationary gap, Causes of inflation, Effects of Inflation, The Phillips curve: The short-run relationship between unemployment and inflation, Business Cycles: Meaning of business cycles (economic fluctuations), Phases of a typical business cycle: Recovery; prosperity; recession, and depression, Counter cyclical measures, Fiscal and Monetary Policies: Objectives, tools and policy measures in developing countries.

Basic Texts

1. Mankiw, N. G. *Macroeconomics.* Dryden Press, Harcourt Brace College Publishers. (Indian Edition)
2. Samuelson, P. A. *Macroeconomics*. New Delhi: Tata McGraw Hill.

References

1. Donbush, R., Fisher, S. & Startz, R. *Macroeconomics*, New Delhi: Tata McGraw Hill.
2. Salvatore, D. *Macroeconomics*. New Delhi: Oxford University Press.
3. Jhingan, M. L. *Macroeconomics.* New Delhi: Vrinda Publications.
4. Dwivedi, D. N. *Macroeconomics: Theory and Policy* . New Delhi: Tata McGraw Hill.

ENG 203 Business Communication
(BBA-BI: 3rd Semester)

General Course Objectives
After doing this course, students should be able to

- outline basic principles underlying modern business communication and apply these principles in varied contexts
- critically analyze these basic principles, and their application
- review the nature and role of communication in the changing context of modern business organizations

Course Description
The course aims to show both the complexity of communication and how it can be improved. It does not offer simple recipes for success. Because of the complexities, it is necessary to apply principles in ways which suit specific context. The course will try to explain how this can be done.

Specific Course Objectives

- can understand the main points of clear standard input on familiar matters;
- can deal with most situations likely to arise while traveling;
- can produce simple connected texts on familiar topics;
- can describe experiences and events, plans, hopes and ambitions;
- can briefly give reasons and explanations for opinions and plans;
- has enough language to get by in everyday situations;
- can express themselves reasonably accurately;
- can initiate and deal with familiar everyday interactions;
- can link ideas into connected linear sequences.

Course Contents

The course contents are as follows:

Unit I: Communication fundamentals

1. Analyzing communication
2. Communication codes and meaning
3. Intercultural communication

Unit II: Communication and organizations in context

4. Organizational culture and communication
5. ICT in organizations
6. Organizational structure and communication

Unit III: Written communication in organizations

7. Business writing: planning and organizing
8. Effective writing style

9. Effective design and visual aids
10. Effective business documents

Unit IV: Interpersonal communication in organizations

11. Effective interpersonal communication: defining interpersonal skills
12. Interpersonal skills in action: communicating face to face
13. Meetings and presentations
14. Building effective teams

Unit V: Communication and change

15. Understanding organizational change
16. Making communication work: summary principles

The course offers the following features:

- Practical examples and theoretical principles
- Alternatives and controversies
- Multicultural and structural factors
- Use of information technology

Teaching Method

The method suggested is a mix of lectures, workshops, discussions and presentations. Emphasis should be given to do all the exercises so that students will apply the principles studied in the class practically in the exercises given. The summaries will present the main points of the chapter, and it is important to deal with the discussion questions given at the end of each chapter.

Basic Text

Hartley, Peter, and Clive G. Bruckmann.*Business Communication*. London and New York: Routledge, 2002.

References

Oxford Advanced Learner's Dictionary of Current English. Eighth Edition. Oxford: OUP, 2010.
Clampitt, P.G. *Communicating for Managerial Effectiveness.* 2nd. edition. CA: Sage, 2001.
Leech, G.N., and Jan Svartvik.*A Communicative Grammar of English*.Third Edition. London: Longman, 2002.

SIT 101 Business Statistics
(BBA-BI: 3rd Semester)

Course Objectives
The aim of the course is to develop competency and ability to use statistical techniques in conducting research and project work. The emphasis of the course is more on interpretation of results and understanding of the strengths and limitations of different statistical measures.

Course Description
This course has a business focus. The course covers fundamentals of descriptive and inferential statistical techniques. The contents include data summaries and descriptive statistics; introduction to a statistical computer package; Probability: distributions, expectation, variance, covariance, statistical inference of univariate and bivariate data for hypothesis testing.

Course Outcomes
By the end of this course students would be able to

- understand and use the descriptive and inferential statistical tools used in business decision making ,
- select an appropriate graph to describe a distribution,
- calculate and interpret the shape, center and spread of a distribution,
- understand the problem of inference when working with the results from random samples, and
- analyze the data using excel.

Course Contents

Unit I: Introduction **5 hours**
Basic concepts of statistics, Terminologies associated with statistics such as populations and samples, Variables (Dependent and independent only) , Types and sources of data , Descriptive and inferential statistics, Data processing (editing and coding), Applications of statistics in business and management.

Unit II: Describing Data: Graphs and Tables **6 hours**
Data array, Stem and leaf Display, Frequency tables, Histograms, Polygon, Cumulative Polygon, Scatter plots, Simple Bar and Pie charts, Cross tabulation

Unit III: Describing Data: Summary Measures **10 hours**
Central Location: Mean, Median and Mode
Non Central Location: Quartiles, Deciles and Percentiles
Dispersion: Range, Interquartile range, Variance, Standard deviation, Coefficient of variation, Index for qualitative variation (IQV)
Shape: Crude measure (comparison of mean, median, and mode), Five number summary,Box plot
Inequality Measure: Gini concentration ratio

Unit IV: Basics of Probability Theory **5 hours**

Basic concepts, Counting rule, Objective and subjective probability, Marginal and joint probability, Addition rule, Conditional probability, Multiplication rules, Bayes' theorem

Unit V: Probability Distributions **10 hours**

Discrete probability distribution (Binomial and Poisson distribution and mean and standard deviation of their distributions), Continuous probability distribution: Normal distribution, Normal approximation of Binomial and Poisson distribution

Unit VI: Estimation and Hypothesis Testing **12 hours**

Concept of estimation, Confidence intervals, confidence intervals for means and proportions (one sample case only), Test of significance, p-value approach to hypothesis testing, connection between confidence intervals and hypothesis testing, comparing two means (two sample z and t-test procedures), and comparing two proportions.

Basic Texts

1. Davis, G., & Pecar, B. *Business Statistics using Excel*. New Delhi: Oxford University Press
2. Berenson, M. L. & David M. L. *Basic Business Statistics: Concepts and Applications.* Upper Saddle River, New Jersey: Pearson Prentice Hall of USA.

References

1. Levin, R. I., & David S. R. *Statistics for Management.* New Delhi: Prentice Hall of India
2. Allbright, S. C., Winston, W., & Zappe, C. J. *Data Analysis and Decision Making with Microsoft Excel.* Pacific Grove: Duxubury Press.
3. Argyrous, G. *Statistics for Research with a Guide to SPSS* . New Delhi: Sage South India Edition
4. Whigham, D. *Business Data Analysis using Excel*. New Delhi: Oxford University Press

FIN 132 Principles of Insurance
(BBA-BI: 3rd Semester)

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.

Course Description

The purpose of this course is to provide students an opportunity to learn fundamental principles of insurance along with how insurance business operates in the society. 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

Conceptand 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; BeemaSamittee: 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; 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* (10th ed)**.** New Delhi: Pearson Education.

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

References

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

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

Insurance Act, 1992 and Insurance Regulation, 1993, RastriyaBeemaSansthan Act, 1968 and directives, guidelines, policies issued by Insurance Board, Nepal.

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

Annual Reports of BeemaSamittee.

ACC 102 Financial Accounting II
(BBA-BI: 3rd Semester)

Course Objectives

This course aims to equip students with the knowledge and skills in accounting, reporting and analyzing different items of assets, liabilities and owners' equities. Specifically, it aims to acquaint students with the processing and reporting of major components of financial statements along with their analysis.

Course Description

This course discusses the accounting system and disclosure of major components of financial statements. Basically, it deals with recording, valuating and presenting inventory; recording, reporting and analyzing current liabilities; long term liabilities; property, plant and equipment; shareholders' equities; and analysis of financial statements.

Course Outcomes

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

- record, account, valuate and present the inventories and the cost of goods sold;
- record, report and analyze account receivables and bills receivables;
- record, report and analyze current and non-current assets and liabilities;
- record, report and analyze property, plant and equipment;
- record, report and analyze owners' equity and dividends;
- analyze financial statements using different tools.

Course Contents

Unit I: Inventories and Cost of Goods Sold 8 hours

The nature of inventory; cost of goods sold model; perpetual and periodic inventory accounting system, inventory valuation and income measurement; inventory costing methods: FIFO, Weighted average & Specific identification; choice of a method; methods of inventory estimation; effect of inventory valuation method on the cost of goods sold; disclosure in the financial statements; Ratios relating to inventory management.

Unit II: Receivables 7 hours

Accounts receivables: accounts receivable & notes receivables; recognizing accounts receivables, valuation of accounts receivables, methods of accounting for doubtful and uncollectible debt, balance sheet presentation.

Notes receivables: interest bearing notes, non-interest bearing notes, presentation of the notes receivable and related aspects in the financial statements; Ratios relating to account receivables.

Unit III: Property, Plant and Equipment 7 hours

Nature of operating assets (property, plant and equipment); acquisition costs of operating assets; concepts of capital and revenue expenditure; the capitalization process; depreciation: concepts,

methods and accounting (straight line method, diminishing balance method, double declining balance method and units of production method), comparison of depreciation methods, disposal of assets and accounting for gains and loses; disclosure in the financial statements; Ratios relating to property, plant and equipment.

Unit IV: Current Liabilities 3 hours

Accounts payable; notes payable, tax payable, current portion of long term liabilities, contingent liabilities and other current liabilities; accounting procedures and balance sheet presentation; Ratios relating to current liabilities.

Unit V: Non-current Liabilities 7 hours

Bonds payable: issuance of bonds, characteristics of bonds, factors affecting bond price, premium or discount on issuance of bonds, amortization of bond premium or discount, redemption of bonds at and before maturity, disclosure in financial statements.

Leases: operating and financial lease; Balance sheet presentation; Ratios relating to non-current liabilities.

Unit VI: Stockholders' Equity and Dividends 9hours

Components of the stockholders' equity section of the balance sheet; types of stocks: common and preferred, types of preferred stocks, issuance of stock, stock issued for cash and non-cash consideration and on a subscription basis, retirement of preferred stocks; accounting for treasury stock: purchase and sale, presentation in the financial statements; dividends: meaning and types of dividend-cash dividend, cash dividend for ordinary stock and preferred stock; stock dividend and stock split, disclosure in financial statements; Ratios relating to stockholders' equity and dividend.

Basic Text

Porter, G. A., & Norton, C. L. *Financial Accounting: The Impact on Decision Makers*. USA: The Dryden Press.

References

Hermanson, H. R. and Edwards, D. J. Financial *Accounting: A Business Perspective*. USA: Von Hoffmann Press.

Kimmel, P. D., Weygandt, J. J., &Kieso, D. E. *Financial Accounting.*New Delhi: Wiley India Pvt. Ltd.

Narayanswamy, R. *Financial Accounting: A Managerial Perspective.* New Delhi: Prentice Hall of India.

Koirala, M. P., Acharya, C., Sharma, L. P. B., Sharma, N., &Gautam, C. M. *Financial Accounting*. Kathmandu: Buddha Academic Enterprises.

Nepal Accounting Standards (NASs)

International Accounting Standards (IASs) / International Financial Reporting Standards (IFRSs)

MGT 211 Fundamentals of Organizational Behaviour
(BBA-BI: 3rd Semester)

Course Objectives

Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness. The goal of this course is, therefore, to help students develop a conceptual understanding of OB theories and to provide them with skills to put those ideas and theories into practice.

Course Description

Students are first exposed to fundamentals of organizational behavior such as working with people, the nature of organizations, communication, leadership, and motivation of people. They will thenbe provided with the knowledge and skills to deal with group behavior, leadership, communication, conflict management, and organizational development issues. The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behaviourial phenomena among these levels.

Course Outcomes

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

- explain the determinants of behavior and the emerging concepts in organizational behaviour;
- understand the importance of organizational behavior in managerial functions;
- understand the definition and concepts of behavior, group and teams, organizational structure, employee motivation, organizational communication, leadership, conflict and stress, organizational change and development;
- form an appreciation of the complexities and uncertainties of organizational behaviour by examining managerial roles;
- demonstrate clear understanding of the concepts and established theories relating to organizational behavior;
- explain and evaluate the key assumptions on which behaviour in organizations is managed and assess the effects of these ideas on employee attitudes and actions.

Course Contents

Unit I: Introduction to Organizational Behaviour **5 hours**

Concept and significance, OB system; basic assumptions, levels of OB analysis, contributing disciplines, emerging trends and challenges in OB, determinants of behaviour – beliefs, attitudes, values, emotions and behaviour.

Unit II: Perception, Personality and Learning 10 hours

Perceptual process, factors influencing perception, perception and individual decision making; Learning – concept and significance of learning, factors influencing learning, major models of learning – classical conditioning, operant conditioning, cognitive learning and social learning; Behaviour modification; Personality – concept, types, determinants, individual differences, personality attributes influencing behavior.

Unit III: Organization Structure, Group Dynamics and Team Development 8 hours

Organization - foundations of organization structure, job design; Human factors in organizing; Organizational Culture - meaning, importance and characteristics of organization culture. Group dynamics – definition and importance, types of groups, group formation, group development, group composition; Work teams – types, team performance factors, building effective work teams, group decision making, issues in managing work teams.

Unit IV: Motivation and Leadership 10 hours

Motivation: process of motivation, theories of motivation – need hierarchy theory, two factor theory, ERG theory, expectancy theory, equity theory; Leadership - concept; Leadership styles; Leadership theories – trait theory, behavioural theory, Fielder's contingency theory, Managerial Grid, Path-Goal theory; Emerging issues in motivation and leadership.

Unit V: Organizational Conflict and Stress 5 hours

Concept, sources, patterns, levels, and types of conflict; traditional and modern approaches to conflict management, functional and dysfunctional organizational conflicts, resolution of organizational conflicts; Organizational Stress – concept, causes, consequences, managing stress.

Unit VI: Interpersonal and Organizational Communication 5 hours

Concept of two-way communication, communication process, barriers to effective communication, types of organizational communication, improving communication, transactional analysis in communication.

Unit VII: Organizational Change and Development 5 hours

Concept, need for change, resistance to change, theories of planned change, organizational diagnosis; OD intervention; Learning organizations – concept, characteristics and model of learning organization.

Basic Texts

1. Robbins, Stephen P. *Organizational Behaviour*, Prentice Hall, New Delhi.
2. McShane, S. L., M. A. V. Glinow and R.R. Sharma, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
3. King, Daniel & Lawley, Scott, *Organizational Behaviour*, Oxford University Press.

References

1. Adhikari, D. R. *Organizational Behaviour*, Buddha Publications, Kathmandu.
2. Acharya, B. S. *Organizational Behaviour*, Asmita, Kathmandu.

3. Arnold, H. J. and D. C. Feldman, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
4. Newstrom, John W. and Keith Davis. *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.
5. Luthans, Fred. *Organization Behaviour*, Tata McGraw-Hill, New Delhi.
6. Bhattacharya, D. K. *Organizational Behaviour*. Oxford University Press, New Delhi.

SIT 201 Data Analysis and Modeling
(BBA-BI: 4th Semester)

Course Objectives

This course aims to acquaint students with major statistical and quantitative tools used in modeling and analysis of business decision involving alternative choices.

Course Description

The component of the course includes regression analysis and models, time series analysis, and forecasting, linear programming models and applications, transportation and assignment models, network models.

Course Outcomes

By the end of this course students would be able to

- calculate and interpret the meaning of correlation coefficient to measure the strength of relationship between two numerical variables;
- calculate and interpret the meaning coefficient of determination to measure the predictive power of the simple as well as multiple regression,
- forecast the future values using various models; and
- optimize the resources in the business decision making process.

Course Contents

Unit I Simple Correlation and Regression Models:
Measuring and Predicting Relationships 8 hours

Correlation: Meaning, Scatter plot, Karl Pearson correlation coefficient, Test of correlation coefficient.

Simple Linear Regression: Predicting of One Variable from Another

Statistical model, Least square regression- assumptions, Standard error of estimate, Coefficient of determination, Residual Analysis, Testing of regression coefficient.

Unit II Multiple Regression Models:
Predicting One Factor from Several Others 8 hours

Multiple regression model, Standard error of estimate, Coefficient of determination, Significance of regression model, Test of significance of regression coefficients (Which variables are significant and explaining the most?), Model building, Curvilinear models, Qualitative variables, Stepwise regression, Residual analysis, Multi-colinearity.

Unit III Index Number and its Construction Models 5 hours

Introduction, Definition of index number, Uses of index number, Types of index number, Methods of constructing index number ,Base shifting, Deflation, Cost of living index.

Unit IV Time Series and Forecasting Models **10 hours**

Understanding time series analysis, Decomposition of time series, Cyclic variation, Seasonal variation, Deseasonalizing the time series data (Ratio to moving average method), Choosing the appropriate forecasting technique, Moving average, Exponential smoothing, Regression based linear and curvilinear trend models, Measures of forecast accuracy (MAD, MAPE, and MSE).

Unit V: Introduction to Optimization Models **12 hours**

Review of Linear Programming Model: Problem formulation, Graphical solution, special cases, Duality in LP

Transportation Model: Initial Solution (Vogel's Approximation Method), Final Solution

Assignment Model: Optimum Solution (Hungarian Method)

Unit VI: Network Models **5 hours**

Introduction, Network Diagram, Project Evaluation and Review Technique (PERT), Probability Estimate in PERT Analysis, Critical Path Method (CPM).

Basic Texts

1. Davis, G., & Pecar, B. *Business Statistics using Excel*. New Delhi: Oxford University Press
2. Berenson, M. L. & David M. L. *Basic Business Statistics: Concepts and Applications.* Upper Saddle River, New Jersey: Pearson Prentice Hall of USA.
3. Eppen, G. D., Gould, F. J. & Schmidt, C.P. *Introductory Management Science*. New Delhi: Prentice Hall
4. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S. Gardner, Jr. Quantitative Approaches to Management. McGraw-HILL, INC.

References

1. Levin, R. I., & David S. R. *Statistics for Management*. New Delhi: Prentice Hall of India.
2. Panneerselvam, R.*Research Methodology*. New Delhi: PHI Learning Private Limited.
3. Allbright, S. C., Winston, W., & Zappe, C. J. Data Analysis and Decision Making with Microsoft Excel. Pacific Grove: Duxubury Press.
4. Argyrous, G. *Statistics for Research with a Guide to SPSS*. New Delhi: Sage South India Edition
5. Whigham, D. *Business Data Analysis using Excel*. New Delhi: Oxford University Press

RCH 311 Business Research Methods
(BBA-BI: 4th Semester)

Course Objectives

The objective of this course is to provide students with the opportunity to learn the process of collecting, analyzing, and interpreting quantitative and qualitative data to aid managerial decision making. Students develop and practice the knowledge and skills necessary to review, apply and conduct organizational research.

Course Description

This course introduces students to a number of research methods useful for academic and professional investigations of information practices, texts and technologies. By examining the applications, strengths and major criticisms of methodologies drawn from both the qualitative and quantitative traditions, this course permits an understanding of the various decisions and steps involved in conducting research, as well as a critically informed assessment of published research. The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, and data analysis. Emphasis will also be placed on conducting and using research in an ethical manner.

Course Outcomes

At the conclusion of the course, students should be able to:

- describe the concept, process, significance, and value of scientific research;
- explain the nature of different types/methods used in management research;
- explain the research process in terms of problem statement, theoretical framework, research questions and hypothesis formulation;
- demonstrate understanding of research design: how research methodology is selected given a problem, how the data are analyzed and interpreted; how research is reported; and the implications of the findings to theory, research and practice;
- compare and contrast quantitative and qualitative research methods;
- demonstrate skill in using the library and internet resources to identify and synthesize research literature by writing a review of literature;
- demonstrate skill in describing and interpreting various statistical techniques using descriptive and inferential statistics;
- describe data collection and analysis techniques in qualitative research;
- prepare research proposals and communicate research results through writing acceptable reports which follow formatting requirements.

Course Contents

Unit I: Introduction to Research **8 hours**

The meaning of research; the nature and types of research; application of scientific thinking in research, scientific research - scientific research process, characteristics of scientific research;

Emerging paradigms in research; quantitative and qualitative approaches to research; Business research – role, types and value for decision making; Ethical considerations in business research.

Unit II: Literature Review and Theoretical Framework 5 hours

Literature review - purpose and steps; searching, obtaining, and evaluating the literature, literature search through the Internet, format and guidelines for presenting the literature review; Theoretical framework – concept and format; Research and theory – deduction and induction.

Unit III: Problem Definition and Hypothesis Formulation 3 hours

Problem definition – concept and steps in problem formulation; Research questions; Hypothesis - functions and types; criteria of good hypothesis statement.

Unit IV: Research Design 10 hours

Definition; elements of a research design; Types of research design – exploratory; descriptive (developmental and case study); correlational; causal-comparative and experimental research designs; Qualitative research – concept, basic assumptions, features and design.

Unit V: Measurement, Scaling and Sampling 5 hours

Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in business research; Validity and reliability of measurement; Sampling – concept, probability and non-probability sampling; sampling and non-sampling errors.

Unit VI: Data Collection and Analysis 12 hours

Data and its types; sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews – principles and types; Sources of qualitative data – observation, participant observation, focus groups; E-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys; Getting data ready for analysis; Data processing; Presenting data in graphs and tables; Statistical analysis of data – descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data.

Unit VII: Writing Proposals and Project Reports 5 hours

Project work – concept, purpose and methods; Research proposals – functions, types and components; features of research proposal; Research report – concept, process, types and procedure for writing research reports; conventions of academic writing; components of the project report; body of the project report; Documenting sources - APA style of citation and referencing; Essentials of good research report.

Basic Texts

1. Bryman, A. and Bell, E. *Business Research Methods*. New Delhi: Oxford University Press.
2. Zikmund, W. G. *Business Research Methods*. New Delhi: Thompson.

References

1. Cooper, D. R. and Schindler, P. S. *Business Research Methods*. New Delhi: Tata McGraw Hill.
2. Pant, P. R. *Business Research Methods*. Kathmandu: Buddha Academic Enterprises.
3. Flick, U. *An Introduction to Qualitative Research*. New Delhi: Sage South Asia Edition.
4. Sekaran, U. *Research Methods for Business: A Skill Building Approach.* New Delhi: Wiley India.

FIN 131 Essentials of Finance
(BBA-BI: 4th Semester)

Course Objectives
This course aims to provide students with an understanding of fundamental concepts of business finance. It will lay the foundation in students for their specialization in finance and equip them adequately to undertake financial analysis and decisions.

Course Description
The course provides students opportunity to understand fundamental concepts of business finance and their application in financial decisions in business. This course focuses on the fundamentals of business finance, especially, introduction to finance, financial statement analysis, financial environment, fundamentals of risk and return, time value of money, cost of capital, bond valuation, stock valuation, and investment decision. Through lectures, readings and case studies students learn essentials of business finance and acquire skills for financial decision making.

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

- understand fundamental nature of business finance;
- understand the financial environment and its implication in financial decisions;
- interpret the financial statements and carry out financial analysis of a corporation;
- understand the concept of risk and return, and measure them for individual assets and portfolio of assets;
- understand the concept of time value of money, gain the skill of computation, and apply them in solving business problems involving time value of money;
- compute yields on securities and value them;
- conceptualize component cost, overall cost and marginal cost of capital, and gain the skill on the calculation of these costs; and
- understand the basics of investment decision and gain the fundamental skills of making investment decision.

Course Contents

Unit I: Introduction **4 hours**
Meaning of finance; Basic areas of finance; Finance functions; Finance in the organization structure of a firm; Forms of business organizations; The goals of financial management; Relationship with other functional departments; Career in finance.

Unit II: The Financial Environment: Markets, Institutions, Interest Rates and Taxes
5 hours
Financial markets: concept and types; Financial institutions: concept, role in funds transfer, and types; Interest rates: level of interest rate, determinants of market interest rates, the term structure of interest rate and yield curve; Taxes: corporate tax, marginal tax and average tax.

Unit III: Financial Statement Analysis **6 hours**

Financial statements: balance sheet, income statement and cash flows statement; Modifying financial data for managerial decisions: net cash flows, operating assets and operating capital, net operating profit, free cash flows, market value added and economic value added; Financial analysis: types of ratios, Du-Pont identity, use and limitation of ratio analysis; Common-size financial statements.

Unit IV: Risk and Return **6 hours**

Concept and measurement of return: rupee return, percentage return, average return, expected of return, required rate of return, nominal and real rate of return; Concept and measurement of risk: concept, types and measures of risk; Portfolio risk and return: concept of portfolio, portfolio risk and portfolio return, calculation of portfolio risk and return; Capital assets pricing model: estimation of required rate of return, the security market line.

Unit V: Time Value of Money **5 hours**

Future value and compounding: single period and multiple period, compound interest; Present value and discounting: single period and multiple period; Present value versus future value; Determining the discount rate; Finding the number of periods; Future value and present values of multiple cash flows; Present value for annuity; Annuity payments; Finding the number of payments; Finding the rate; Future value for annuity; Annuities due; Perpetuities: present value of perpetuity; The compounding rates: the effect of compounding periods; Effective annual rate and annual percentage rate; Amortization of loan.

Unit VI: Bond and Stock Valuation **8 hours**

Concept and features of bond; Bond valuation: perpetual bond, zero coupon bond, coupon bond with a finite maturity, bond valuation with semi-annual interest; Discount and premium bond; and Bond yields: rate of return, current yield and capital gain yield, yield to maturity, Yield on call.

Features of common stock; Cash flows from common stock; Stock valuation for definite holding period; Valuation of stock for indefinite holding period: zero growth, constant growth and non-constant growth; Features of preferred stock; Valuation of preferred stock.

Unit VII: Cost of Capital **4 hours**

Concept and uses of cost of capital; Cost of equity: the dividend growth model approach, the SML approach; Cost of debt and preferred stock; the weighted average cost of capital: the capital structure weight; and marginal cost of capital.

Unit VIII: Capital Investment Decisions **10 hours**

Concept of investment decisions; Generating investment project proposal; Process of capital budgeting decision; Classification of capital projects; Project cash flows: relevant cash flows, the stand-alone principle; Incremental cash flows: sunk cost, opportunity cost, net working capital, financing costs and other issues; Investment criteria: net present value, the payback rules, discounted payback period, the average accounting rate of return, the internal rate of return, and profitability Index.

Basic Texts

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

Brigham, E. F., &Ehrhardt, M. C. *Financial Management: Theory and Practice*. Delhi: Clengage Learning.

References

Brealey, R.A., Myers S.C., Alen, F., & Mohanty, P. *Principles of Corporate Finance*. New Delhi: McGraw-Hill Education (India).

Van Horne, J. C., &Wachowicz, J. R. *Fundamentals of Financial Management*. New Delhi: PHI Learning.

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

Pradhan, R. S. Financial Management. Kathmandu University: Buddha Education Publishers.

ACC 221 Basics of Managerial Accounting
(BBA-BI: 4th Semester)

Course Objectives

This course aims to provide an understanding of cost and cost behavior and develop an ability to use cost information for planning and control decision. It also emphasizes the use of accounting information for internal planning and control purposes.

Course Description

Management accounting course aids to understand the concepts, tools and techniques of management accounting functions; measuring income under different techniques for analyzing, decision-making, planning and controlling activities of an organization. It covers cost behavior, cost-volume-profit analysis, decision regarding alternative choices, pricing products and services, planning profit through budgets, controlling direct material, direct labor and factory overhead, and responsibility accounting.

Course Outcomes

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

- describe management accounting system and uses of accounting information;
- illustrate the cost –benefit and behavioral issues involved in designing an accounting system;
- construct an income statement using variable and absorption costing approach;
- demonstrate the function of budgets and performance reports in planning and control;
- apply the decision process to make business decisions;
- describe the relationship of management control systems to organizational goals.

Course Contents

Unit I: Management Accounting and its Environment 4 hours

Concept, scope and objectives of management accounting; Changing role of management accounting in a dynamic business environment; The management process and accounting; Managerial versus financial accounting; Role of management accountant in an organization; Management accounting as a career; Ethical codes of conduct for management accountants.

Unit II: Basic Cost Management and Cost Behavior 6 hours

Concept of cost; Product and period costs; Manufacturing costs and flows; Product costing in nonmanufacturing organizations; Controllable and uncontrollable costs; Opportunity costs; Differential costs; Cost drivers and cost behavior patterns, Variable cost and fixed costs; Segregation of semi-variable cost into variable and fixed cost using high low and least square method; Cost functions; Concept of cost allocation; Introduction to activity-based costing.

Unit III: Cost-Volume Relationship 9 hours

The relationship among cost, volume and profit; Break-even-point; Assumptions behind breakeven analysis; Breakeven formula derivation and significance, Profit volume graph and its usefulness, contribution margin and its interpretations; Goal setting and breakeven analysis; Multiple products and breakeven rules, cost structure and operating leverage; Use of break-even analysis in decision making.

Unit IV: Income Recognition, Measurement and Reporting 5 hours

Inventory valuation under variable and absorption-costing method; Income measurement under variable and absorption methods; Reconciliation of income under absorption and variable costing.

Unit V: Accounting for Planning and Control 12 hours

Budget and organization; Potential problems in implementation of budgets; Types of budget; Preparing the master budget; Flexible budgeting; Concept of material, labor and overhead variances.

Unit VI: Decision Making Process and Pricing 9 hours

The concept of relevant information; Make or buy, drop or continue, accept or reject a special offer and replacement of assets decision; The concept of pricing; Basic principles for pricing decision; General influences on pricing in practices; Cost plus pricing and target costing.

Unit VII: Management Control Systems and Responsibility Accounting 3 hours

Management control systems and organizational goals; Responsibility accounting and centers; Developing performance measures and monitoring and reporting results.

Basic Text

Horngren, Charles T., Gary I. Sundem, & William, O. Stratton. *Introduction to Management Accountancy*. New Delhi: Prentice- Hall of India.

References

1. Hilton, Ronald W. *Managerial Accounting.* New Delhi: Tata McGraw- Hill.
2. Jiambalvo, James. *Managerial Accounting*. Delhi: Wiley Publication.

FIN 238 Risk and Insurance Management
(BBA-BI: 4th Semester)

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 Description

This course introduces students the concepts and basic principles of risk management in insurance business. They will acquire skills to identify, measure and manage risk. The course also helps students understand how insurance companies are incorporated and operated. Accordingly, the course covers – risk management and its objectives, risk identification and measurement, pooling arrangement and diversification of risk, insurability of risk, contractual provisions and legal doctrines, and analysis tools used in corporate risk management. The course further includes – insurance organization and management, insurance company operations, and financial management of insurance companies.

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 I: 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 II: Risk Identification and Measurement **5 hours**

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

Unit III: 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 IV: 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 V: 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 VI: 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 VII: Insurance Company Operations 6 hours
Insurance Company Operation; Rate Making; Underwriting; Production; Claims Settlement; Reinsurance; Alternatives to Traditional Reinsurance; Investments.

Unit VIII: 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

Basic Texts

Harrington, E. Scott and Niehaus R. Gregory. *Risk Management and Insurance (2nd ed)*, Delhi: Tata McGraw Hill.

Rejda, Georrge E. *Principles of Risk Management and Insurance* (10th ed). New Delhi: Pearson Education.

References

McNamara, Michael J. *Principles of Risk Management and Insurance* (2nd 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.

MIS 201 Introduction to Management Information System
BBA BI, 5th Semester

Course Objectives

The course will introduce students to comprehensive knowledge and understanding on information systems and its importance in business and management. It evaluates the role of the major types of information systems in a business environment and their relationship to each other, and assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.

Course Description

This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems, the role of information systems in enhancing business processes and management decision making across the enterprise, and the process of building and managing systems in organizations. The course will focus on topics such as Internet and Internet technology, the Electronic Business and Electronic Commerce, the Information Technology (IT) Infrastructure, the Enterprise Applications. The course will provide students with information systems knowledge that is essential for creating successful and competitive firms.

Course Outcomes

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

- understand the basic concepts and technologies used in the field of management information systems;
- have the knowledge of the different types of management information systems;
- understand the processes of developing and implementing information systems;
- understand the role of information systems in organizations, the strategic management processes, and the implications for the management;
- develop an understanding of how various information systems work together to accomplish the information objectives of an organization; and
- learn about the importance of managing organizational change associated with information systems implementation.

Course Contents

Unit I: Computer System **6 hours**

Introduction to computer technology, Types of Computer Systems, Computer System Concepts, Memory (Primary Storage, Secondary Storage, Cache), CPU- Central Processing Unit, Hardware (Input Devices, Output Devices), Software and its Classification

Unit II: Foundation of Information System **11 hours**

Data, Data processing, Information, Information System: concept, characteristics and need; Fundamental Resources of Information System, Potential Risks of Information System, Types of Information System (TPS, MIS, DSS, ESS); MIS: Objectives, characteristics, applications, benefits and limitations; Approaches, development, and implementations of MIS, Systems Development Life Cycle (SDLC) and its Stages, Success and Failure of MIS.

Unit III: Telecommunication and Network **5 hours**

Networking the Enterprise, The Concept of a Network, The Business Value of Telecommunications Networks, Types of Telecommunications Networks, Telecommunications Media, Network Topologies, Trends in Telecommunications.

Unit IV: Data Resource Management and DSS **12 hours**

Fundamental Data Concepts, Database structures, Database Development, Types of Databases, Technical Foundation of Database Management, Data warehouses and Data Mining, Decision Support in Business, Decision Structures, Decision Support Trends, Decision Support Systems, Online Analytical Processing, Using Decision Support Systems.

Practical: Microsoft Access, Database Design, Creating New Database, Setting up Tables, Form and Report Design.

Unit V: Business Applications **8 hours**

E-business systems, Customer Relationship Management (CRM), Three Phases of CRM, Benefits and Challenges of CRM, Trends in CRM, Enterprise Resource Planning (ERP): concept, benefits and challenges, Trends in ERP, Supply Chain Management (SCM): concept, roles, benefits, challenges, and trends, E-commerce Systems, E-Commerce and its scope, Essential e-Commerce Processes, Electronic Payment Processes

Unit VI: Functional Applications of Information System **6 hours**

Introduction to Information System, Characteristics of Information System, Computer Reservation System (CRS), Global Distribution System (GDS), Property Management Systems (PMS), Point of Sales Systems (POS)

References

1. O'Brien, J. A, & Marakas, G. M. *Management Information Systems* New Work: McGraw Hill.
2. Kenneth, C. L., & Jane, P. L. *Management Information Systems.* New Jersey: Pearson Education.
3. Tesone, D. F. *Hospitality Information System & E-commerce.* New Jersey: John Wiley & Sons.

MGT 314 Management of Human Resources
BBA BI, 5th Semester

Course Objectives

This course serves as an introduction to Human Resources Management (HRM) and its contributions to the workplace. Today's organization faces a variety of complex issues, such as globalization, demands for increased productivity, strategic planning and compliance with government legislation. In today's world, "people" provide the competitive advantage, and HR policies and practices have a significant impact on the bottom line and overall performance of an organization.

Course Description

The course will examine the evolution of HR from a primarily administrative function to a strategic partner and decision maker in the organization. Among other things, the course will look at the effective management of human capital, the importance of attracting and retaining employees, managing a diverse workforce, recognizing employee rights, and legislative requirements. The course specifically deals with the concepts and issues relating to recruitment, selection, and retention practices, evaluating performance, employee development, compensation regulations, employee relations as well as related areas.

Course Outcomes

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

- Discuss the relationship between human resource management, the organization and its internal and external environment;
- Explain the concepts and principles of HR planning, job analysis and job design and define the related terms like job description and job specification;
- Explain the recruitment and selection processes and methods;
- Explain the concept, purpose and techniques of employee training, training needs identification, management development, and career development;
- Demonstrate understanding of the performance appraisal concept and examine the techniques of measuring individual performance;
- Discuss the conceptual framework of job evaluation, compensation and rewards management and their application in organizational context;
- Explain the nature of occupational disease, health and safety programs, and responses that ensure legal compliance;
- Explain the concept of labour relations system, collective bargaining, grievance handling, disciplinary actions and industrial actions.

Course Contents

Unit I: Human Resources Management: Concept and Context 5 hours

The concept of HRM; Functions of HRM; Changing dimensions of HRM; Changing role and challenges of HRM managers; Essential skills for HR managers; Purpose and structure of HR department; HRM as a shared function; External and internal context of HRM; HRM in the Nepalese context.

Unit II: Human Resources Planning and Recruitment 10 hours

Job requirements - the role and importance of jobs; Relationship of job requirements to HRM functions; Job analysis and Job design – concepts, methods and outcomes; Human resources planning – importance, purpose and major elements of HR planning; HR inventory; Replacement and succession planning; Recruiting from within and outside the organization; Recruitment of protected classes; Electronic recruitment; Selection process; Matching people and jobs; Sources of information about job candidates; Employment interview; Employment tests; Reaching a selection decision; Issues of gender in recruitment and selection; Induction and placement.

Unit III: Training and Career Development 8 hours

Training as a system; Training as a tool for developing work culture; Designing training programs; Training needs assessment – concept and methods; Training non-managerial employees; Training managers and supervisors; Training methods; Psychological principles of learning; Evaluation of training programs; Career development - phases and objectives of career development; Management development techniques; Emerging concepts of HRD – leadership development, talent management, empowerment, mentoring; HRD practices in Nepalese organizations - career management and employee retention issues.

Unit IV: Performance Appraisal 4 hours

Concept, process and benefits of performance appraisal; Performance appraisal methods; Appraisal interviews; Factors affecting performance appraisal; PA practices in Nepalese organizations; Improving employee performance; Counseling employees with problems.

Unit V: Compensation Management 7 hours

Concept, process, methods of employee compensation; Job evaluation systems – concept and methods; Compensation structure and components; Employee benefits – incentive system, gain sharing, employee benefits and services, types of employee benefit; Incentives for management employees; Governmental regulations of compensation in Nepal – minimum wages, welfare and incentive provisions, retirement benefits; Issues in compensation management in Nepal.

Unit VI: Safety and Health at Work 4 hours

Legal requirements for safety and health; Accidents; Occupational diseases and other health issues; Sexual harassment at work; Drug and alcohol related problems; Creating a safe and healthy work environment; Emerging concepts and issues in OHS.

Unit VII: Industrial Relations and Disciplinary System 10 hours

Disciplinary policies and procedures; Types of disciplinary actions; Grievance handling methods and mechanisms; Methods of reducing complaints; Industrial relations system – concept, process and issues; Trade unions - structures, functions, and leadership; Trade union issues in Nepal; Industrial disputes – nature and types; Government regulations of labor relations; Collective bargaining process and contract administration; Trends and issues in collective bargaining in Nepal.

Basic Texts

1. DeCenzo, D. A., & Robbins, S. P. *Fundamentals of Human Resources Management*. New Delhi: Wiley India.

2. Dessler, G., & Verkkey, B. *Human Resource Management*. New Delhi: Prentice Hall of India.

References

1. Gilmore, S., & Williams, S. *Human Resource Management*. New Delhi: Oxford University Press.
2. Halder, U. K., & Sarkar, J. *Human Resource Management*. New Delhi: Oxford University Press.
3. Ivancevich, J. M. *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Adhikari, D. R. *Human Resource Management*. Kathmandu: Buddha Publications.
5. Acharya, B. S. *Introduction to Human Resource Management*: *Text, Cases and Applications*. Kathmandu: Asmita Books.
6. Agrawal, G. R. *Human Resource Management*. Kathmandu: K. K. Publications.
7. Jyothi, P., & Venkatesh, D. N. *Human Resource Management*. New Delhi: Oxford University Press.

FIN 437 Financial Institutions and Markets
BBA BI, 5th Semester

Course Objectives
The objective of this course is to provide students with the conceptual framework and theoretical foundation necessary to understand the organization, structure, regulations and functioning of the various financial institutions and markets operating in an economy.

Course Description
This course provides broad overview of the structure, function and the role of financial institutions and markets in the economy. Students will have an opportunity to study important financial institutions such as central bank, commercial banks, investment banks, insurance companies, pension funds and investment companies. They will also study the organization, instruments and participants of money, bond and stock markets. Finally, they will also study the level, term-structure and the theories related to the interest rates.

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

- understand fundamental concepts of financial institutions and markets including the role of financial system in the economy;
- describe the function of the central bank including the tools it uses to affect the economy;
- explain theories that describe the level and term structure of interest rates;
- identify money markets securities, compute yields and analyze the risk on money market securities;
- explain the features of long-term debt securities, their ratings, indexes and markets;
- understand how the stock market operates and how the stock indexes are constructed and interpreted;
- analyze size, structure and composition of commercial banking industry;
- identify the sources and uses of funds of commercial banks;
- analyze various types of risks in commercial banking industry;
- explain the regulation of deposits, operations and the capital of commercial banks; and
- explain functions performed by other types of financial institutions – insurance companies, mutual funds, pension funds, securities firms and other lending and saving institutions.

Course Contents

Unit I: The Role of Financial Institutions and Markets **4 hours**
Meaning of financial markets and institutions; functions of the financial markets; classification and diversity of financial markets; types of financial institutions and their functions; classification of financial institutions in Nepal.

Unit II: Central Banking **4 hours**
Meaning and functions of central bank; monetary policy tools of the central bank; effects of monetary tools on various economic variables; Nepal Rastra Bank and monetary policy tools in Nepal.

Unit III: Determination and Structure of Interest Rates **5 hours**

Determination of interest rates: loanable fund theory; economic forces affecting interest rates; forecasting interest rates. Structure of interest rates: characteristics of debt securities and yield variation; explaining actual yield differentials; theories of term structure of interest rates; uses of the term structure.

Unit IV: The Money Market **5 hours**

Introduction of money market; yields on money market securities; money market securities; money market participants; international money market; risk of money market securities.

Unit V: The Bond and Stock Market **10 hours**

Bond markets: bond market securities – Treasury notes and bonds, strips; municipal bonds – types and trading process; corporate bonds – bond characteristics, bond ratings, bond market index, comparison of bond market securities; international bond market securities – euro bonds, foreign bonds, Brady bonds and sovereign bonds. Stock market: stock market securities – common stock and preferred stocks; primary and secondary stock markets; stock market indexes; regulations of stock market and the role of Nepal Securities Board; international stock market.

Unit VI: Commercial Banks **10 hours**

Services provided by commercial banks; size, structure, and composition of the industry; technology in commercial banking; sources and uses of funds of commercial banks; off-balance sheet activities; regulatory structure of banks; regulation of bank deposit, operation and capital; risk in commercial banks – credit risk, liquidity risk, interest rate risk, market risk, off-balance sheet risk, foreign exchange risk, country risk, technology and operational risk, insolvency risk.

Unit VII: Other Financial Institutions **10 hours**

Insurance companies: life insurance companies – size, structure and composition of the industry; property-casualty insurance companies – size, structure and composition of the industry; regulation of insurance companies. Mutual fund: size, structure and composition of the industry; different types of mutual fund; mutual fund prospectus and objectives; net assets value; mutual fund costs. Pension fund: insured versus noninsured funds, defined benefit versus defined contribution pension funds, private pension funds versus public pension funds. Security firms and investment banks: services offered by securities firms versus investment banks. Other lending and saving institutions: meaning and functions of saving associations, saving banks, credit unions, finance companies.

Basic Texts

1. Saunders, A., & Cornett, M. M. *Financial markets and institutions*. New Delhi: Tata McGraw-Hill Education.
2. Madura J. *Financial markets and institutions.* Singapore: Cengage Learning.

References

1. Meir K. *Financial institutions and markets.* New Delhi: Oxford University Press.
2. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. *Foundations of financial markets and institutions*. Delhi: Dorling Kindersley.
3. Bhandari, D. B. *Financial institutions and markets.* Asmita Books Publishers & Distributors.

4. Bhole, L. M., & Mahakud, J. *Financial institutions and markets*. New Delhi: Tata McGraw Hill Education.

MKT 241 Principles of Marketing
BBA BI, 5th Semester

Course Objectives
This is the foundation course on marketing. It aims to build students' understanding of the marketing process and principles. Through this course, students also acquire skills to design marketing strategies of SMEs.

Course Description
This course focuses on operation of the marketing function in a dynamic and competitive environment. It deals comprehensively on issues of emerging marketing practices and challenges, the dynamics of the marketplace, and designing of marketing mix. The course includes topics that help students to understand marketing process and environment, information systems and buyer behavior, segmentation, targeting, and positioning strategies, and strategies related to marketing mix variables.

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

- describe the tasks of marketing management in the modern organizations;
- understand the development of the marketing philosophies and their relevance in the contemporary business world;
- identify the challenges faced by marketers in the 21st century;
- identify the micro and macro environmental forces that determine the success of marketing efforts;
- examine the role of marketing information system in designing marketing strategies;
- understand the buying process and influencing factors related to individual consumer and organizations;
- design basic strategies related to market segmentation, targeting, and product positioning;
- analyze the strategies related to marketing mix variables.

Course Contents

Unit I: Marketing and Marketing Environment 12 hours
Introduction to Marketing and Marketing Management: Meaning of marketing; Evolution of the Marketing philosophies (marketing concepts); Basic principles of the marketing concept and holistic marketing concept. Meaning and tasks of marketing management.

Marketing in the Contemporary World: Marketing challenges of the 21st century and firms' responses to the challenges; Concept, relevance and practices of relationship marketing, green marketing, e-marketing, pyramid (C2C) marketing and rural marketing.

Marketing Mix: Components of the marketing mix for products and services.

Marketing Environment: Meaning and scope of marketing environment; Micro environment variables, and Macro environment variables; Reactive and proactive marketing. Marketing environment in Nepal.

Unit II: Marketing Information System and Buyer Behavior 10 hours

Marketing Information System: Concept and relevance; Components of the marketing information system; Marketing research areas and process.

Buyer Behavior: Organizational buyer behavior – Buying process and influencing factors. Consumer behavior – buying process and influencing factors. Consumer movement and consumer protection.

Unit III: Segmentation, Targeting and Positioning Strategies 4 hours

Segmentation: Concept, process and requirements; levels of segmentation; bases for segmenting consumer and organizational markets.

Targeting: Segment evaluation, analysis and selection.

Positioning: Concept and types of positioning; product positioning process.

Unit IV: Product, Pricing, Distribution and Promotion Strategies 22 hours

Product: Concept and levels of the product; product classifications; Product life cycle stages and strategies; New product development process; Branding strategies – branding objectives, types of brand, and concept of brand equity; Packaging: functions and levels of packaging; essentials of a good package; Product line and mix strategies; Service product strategies: service marketing concept, characteristics of services and marketing strategies; management of people, physical evidences, and process.

Pricing: Concept of price and pricing; Importance of pricing; Internal and external price factors; Pricing approaches – cost-based, demand-based, value-based and competition-based approaches; New product pricing; price lining, price adjustments, initiating and responding to price changes.

Distribution: Concept and objectives; Channel functions; Channel designs for consumer and industrial products; Channel selection factors; Channel conflicts and their resolution. Marketing logistics: Concept, nature and objectives; major logistics functions – transportation, warehousing, inventory management, order processing, and customer services decisions.

Promotion: Concept; Marketing communication process and systems; promotion mix components; promotion mix determination factors. Advertising: Nature and objectives; Advertising budgeting approaches; Adverting message design factors; Advertising media selection factors. Personal Selling: Nature and relevance of personal selling; Types of personal selling. Sales Promotions: Nature and objectives; Sales promotion tools and techniques. Public Relations: Nature and objectives; tools of public relations. Direct marketing: Concept and relevance; Methods of direct marketing.

Basic Texts

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri, & Ehsan ul Haque. *Principles of Marketing: South Asian Perspective.* New Delhi: Prentice Hall of India.
2. Baines, Paul, Chris Fill, & Kelly Page. *Essentials of Marketing.* New Delhi: Oxford University Press.

References

1. Koirala, K.D. *Principles of Marketing*: Kathmandu: Buddha Academic Publications.
2. Kamarulzaman, Yusniza, & Nor Khalidah Abu. *Principles of Marketing*: New Delhi: Oxford University Press.

FIN 232 Commercial Bank Management
BBA BI, 5th Semester

Course Objectives
The course aims to equip students with knowledge and skills necessary to understand the fundamentals of commercial bank management and acquaint them with tools and methods available to manage commercial banks. Specifically, this course covers the key areas of the commercial bank management process: establishment of a bank, raising funds to run it and evaluate the performance of the bank.

Course Description
This course provides an understanding of the nature of commercial banks and its regulatory environment. Then it describes how a bank and its branches are established. The course offers an opportunity to study bank's state of financial affairs as represented in balance sheet and income statement, and evaluates bank's performance using appropriate tools of analysis. Finally, it also discusses how a bank manages capital and raises deposits as sources of funds for its operation.

Learning Outcomes
On successfully completing this course, students will be able to:
- understand the nature of commercial bank and its regulatory environment;
- identify various structures of commercial banking industry;
- complete formalities for establishing banks and bank branches;
- interpret key items that appear in balance sheet and income statement of banks;
- apply appropriate ratios to evaluate bank performance;
- understand the role of bank capital from the view point of shareholders as well as regulators;
- identify deposit and non-deposit sources of funds; and
- demonstrate adequate knowledge and skills required for managing commercial bank.

Course Contents

Unit I: Introduction **5 hours**
Meaning and types of banks; services provided by banks; bank and its competitors in the financial system; and key trends affecting banks.

Unit II: The Bank Regulatory Environment **5 hours**
The need for regulation, banking regulations – commercial banking act (Banks and Financial Institutions Act), directives of Nepal Rastra Bank to commercial banks; and the role of Nepal Rastra Bank in the regulation of commercial banks.

Unit III: Organization and Structure of Commercial Banking Industry **5 hours**
The organization and structure of the commercial banking industry; internal organization of banking firm; types of banking organizations: unit banking organizations, branch banking organizations, bank holding company organizations; and financial holding companies and bank subsidiaries.

Unit IV: Establishing Banks and Bank Branches 5 hours

Establishing a new bank; factors affecting the decision to establish a new bank; bank chartering process in Nepal; opening a new branch; branch regulation, changing role of bank branches; establishing automated limited-service facilities; point-of-sale terminals; automated teller machines; home and office banking; telephone banking and call centers; internet banking; and NRB policy on establishing banks and bank branches.

Unit V: The Financial Statements of Banks 6 hours

An overview of bank balance sheet and income statement; the balance sheet: the assets of a bank, liabilities of a bank; off-balance sheet items; income statement and its components; auditing; and NRB guidelines on bank's financial statements.

Unit VI: Evaluating Bank Performance 10 hours

A framework for evaluating bank performance; internal performance: bank planning, technology, personnel development; external performance: market share, regulatory compliance, public confidence; analyzing bank performance with financial ratios: profit ratios – return on equity, return on assets, net interest margin; risk ratios – capitalization, asset quality, operating efficiency, liquidity; and other financial ratios – taxes, interest sensitivity.

Unit VII: Bank Capital Management 6 hours

Bank capital; equity, long-term debt, reserve; role of bank capital; capital adequacy: regulator's viewpoint, capital standards, uniform capital requirements, risk-adjusted capital requirements; shareholder's viewpoint; trends in bank's capital; bank regulatory capital and Basel rules; and NRB directives on capital requirements.

Unit VIII: Liabilities Management 6 hours

Structure of bank liabilities: deposit and non deposit sources of funds; deposit products and schemes, balance sheet structure of bank liabilities; and managing bank liabilities.

Basic Texts

1. Rose, P. S., & Hudgins, S. C. *Bank management and financial services*. New Delhi: Tata McGraw-Hill Education.
2. Gup, B. E., & Kolari, J. W. *Commercial banking*. New Delhi: Willey India.

References

1. McDonald, S. S., & Koch, T. W. *Management of banking*. The Dryden Press, Harcourt College Publishers.
2. Gestel, T. V., & Baesens, B. *Credit risk management.* New York: Oxford University Press.
3. Chatterjee, A. *Credit management: A practical approach.* New Delhi: Skylark Publications.
4. Koirala, P. *Essentials of commercial bank management*. Kathmandu: Ekta Books.
5. Nepal Rastra Bank. *Unified directives latest version.* Kathmandu: Nepal Rastra Bank

PRJ 492 Project Work
BBA BI, 5th Semester

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, students are required to prepare a report of their project work in the prescribed format and submit to the authorized person/body. The objective of this project work is to develop students' skills in research, particularly in areas of data collection, processing, analysis, and report writing. These reports will be evaluated by the concerned authority.

This assignment specifically aims to develop knowledge, skills and attitudes necessary for conduct of individual research at a level which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of their investigation.

Through this PW, students gain a new perspective into the real world. It is also an excellent networking platform for students to get acquainted with people from different organizations, business backgrounds, skills, expertise, etc. This will improve the student's networking skills and also expand their networking group. Specifically, the objectives of the PW include:

- To provide an opportunity for the student to integrate classroom knowledge and practice.
- To enable graduate students to do an independent study to reflect a creative endeavour that can make some contribution to knowledge in a given field.
- To develop students' ability to read professional literature, reports, and other works critically in their design, treatment of data, and conclusions.
- To strengthen the ability of students in presenting their research work in a clear, concise, and logical manner and enable other readers to use the results of their investigations.

Students must complete an **Expression of Interest** (FORM) and submit it to the PW Committee of their respective school/college. The PWC of the school/college will make its decision on student applications. Once the PW proposal submitted by the student is approved, the student is required to work under the guidance of the supervisor as assigned to him/her by the PWC.

MIS 301 Essential of E-Business
BBA BI, 6th Semester

Course Objectives
This course is designed with the objective of defining the nature and scope of e-business technologies along with a brief history of their development and implementation. The course familiarizes students with the way e-business technologies can be applied within business firms. This subject considers the organizational dimension of e-business implementation in order to reflect the likely nature of future challenges and opportunities.

Course Description
First, this course introduces students to the fundamental concepts, philosophies and trends that provide the context of E-business and E-Commerce. Students will then be better able to understand and apply, with confidence, the technical and theoretical knowledge that will be learned in later sections. Additionally, students are required to prepare a report on E-Business Plan and present it for class-room discussion.

Course Outcomes
After going through this course, students should be able to:

- Define the nature and explore the scope and economic and social impact of e-business technologies;
- Critically assess the potential for efficiency gains and growth in consumer power from e-business technologies;
- Understand the role of technology in e-business and trace its evolution;
- Assess the likely consequences of e-business technologies for change at the societal level;
- Understand the concept and role of digital marketing and e-payment systems;
- Gain awareness of the nature and scale of challenges in the business environment that will affect the future development of e-business.

Course Contents

Unit I: Introduction **7 hours**
Concept of e-business; Nature, scope, and impact of e-business; Difference between e-business and e-commerce; History and development of e-business; Advantages of e-business; Business models for e-products and e-services; Contribution of e-business to economic growth, market, competitiveness, and productivity.

Unit II: Technologies in e-business **8 hours**
Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.

Unit III: Digital Marketing **7 hours**
Concept; Effects of e-business technologies on marketing strategy, customer retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

Unit IV: E-Business and Operations management **6 hours**

Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing.

Unit V: E-Contracting **4 hours**

Concept of generic services - information, negotiation, archiving, enforcement, reconciliation; Structure of a contract; Digital signature; Legal affairs.

Unit VI: Online Distribution **5 hours**

Components of a distribution system; Characterization of online distribution; hybrid distribution networks; Model for electronic software distribution.

Unit VII: E-Payment System **7 hours**

Characteristics of payment system; Classification of payment systems - E-cash, E-check, overview of smart card; Applications of IPSec.

Unit VIII: E-Business Plan Development **4 hours**

Students must develop an E-Business Plan; The business plan must incorporate IT-features that would address complete requirements to run a specified business.

Basic Texts

1. Jonathan R. J. *E-Business A management perspective.* New Delhi: Oxford University Press.
2. Chan, H., Lee, R. Dillon, T., & Chang, E. *E-Commerce: Fundamentals and Applications.* New Delhi: John Wiley & Sons.

References

1. Kulkarni, P., Jahirabadkar, S., & Chande, P. *E-Business*. New Delhi: Oxford University Press.
2. O'Brien, J. A., Marakas, G. M., & Behl, R. *Management Information Systems*. New Delhi: Tata McGraw Hill.
3. Rajaraman, V. *Introduction to Information Technology*. New Delhi: Prentice Hall of India.

FIN 231 Financial Management
BBA BI, 6th Semester

Course Objectives
This course aims to provide students with the basic understanding of important aspects of financial management and critically evaluate financial information. Students are introduced to concepts and tools that enable them to think critically about the financial opportunities and challenges faced by an organization. The course thus lays the foundation in students for further study in finance and equip them adequately to undertake financial decisions.

Course Description
This course will deal with the basics of financial management, especially, introduction to financial management, concept of capital structure, effects of leverage, elementary knowledge on theory of capital structure, dividend policy, long-term and short-term financing, working capital management, and elementary knowledge on special topics such as derivatives, financial distress, merger and acquisition. Through lectures, readings and case studies students learn fundamentals of financial management and the skills and their application in financial decision making.

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

- understand the nature of financial management;
- understand the basic concept and issues of capital structure, effect of leverage; capital structure theories, and dividend policy as a part of capital structure decision;
- identify the sources of long-term and short-term financing, short-term financing policies, and be familiar with the concept of venture capital, public offering and investment banking;
- understand the concept of working capital and working capital management, and components of working capital;
- understand the concept of derivatives, types of options, and gain the skill to calculate the value of options; and
- understand the basic concept of financial distress, merger and acquisition, and international aspect of financial management.

Course Contents

Unit I: Introduction **5 hours**
Meaning of financial management; Financial management decisions; Financial manager's responsibilities; Value maximization goal as a financial management decision criterion; The agency relationship; Concept of corporate governance.

Unit II: Capital Structure and Leverage **6 hours**
Concept of capital structure; Target capital structure; Business and financial risk; Break even analysis; Leverage: concept, operating leverage, financial leverage, total leverage, impact of financial leverage; Capital structure theories: traditional approach, net income approach, net operating income approach, the Modigliani-Miller's proposition.

Unit III: Dividend and Dividend Policy **5 hours**

Nature of dividend policy; Cash dividend and dividend payment; Factors affecting dividend policy; Establishing a dividend policy; Stock repurchase; Stock dividend, stock split and reverse split.

Unit IV: Raising Capital **6 hours**

Term loan; Bonds: meaning and features, types, bond innovation; Preferred stock: features, advantages and disadvantages; Common stock: equity account in balance sheet, Rights and privileges of common stockholders; features of common stock; Cost and benefit of debt versus equity; Methods of selling securities; Initial public offerings; Concept and functions of investment bankers; Concept of venture capital; Concept of lease financing.

Unit V: Short-Term Financial Planning **6 hours**

Concept of short-term financial management; Tracing cash and net working capital; The operating cycle and the cash cycle; Important aspects of short-term financial policy: The size of the investment in current assets, alternative financing policies for current assets; Cash budget.

Unit VI: Short-term Financial Management **11 hours**

Float and cash Management: reasons for holding cash and understanding float; Cash management: collection, disbursement and investment; Credit and receivables: components of credit policy, terms of sales, optimal credit policy, credit analysis, collection policy; Inventory management: concept and types, inventory management techniques—ABC approach, and EOQ.

Unit VII: Introduction to Derivatives **5 hours**

Concept of derivative and underlying assets; Option: meaning, types, determinants of option value, valuation of call option and put option; Futures contract and forward contract; Warrants: meaning, features, valuation; Convertibles: meaning, Conversion ratio, conversion price and conversion value.

Unit VIII: Special Topics **4 hours**

Merger and acquisition: meaning, motives, types, difference between merger and acquisitions; Financial distress: concept of financial distress, bankruptcy and liquidation.

Basic Texts

1. Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Fundamentals of corporate finance*. New Delhi: Tata McGraw-Hill.
2. Brealey, R.A., Myers S.C., Alen, F., & Mohanty, P. *Principles of corporate finance*. New Delhi: Tata McGraw-Hill.

References

1. Brigham, E. F., & Ehrhardt, M. C. *Financial management: Theory and practice*. Delhi: Clengage Learning.
2. Van Horne, J. C., & Wachowicz, J. R. *Fundamentals of financial management*. New Delhi: PHI Learning.
3. Paudel, R. B., Baral, K. J., Gautam, R. R., & Rana, S. B. *Fundamentals of corporate fianace*. Kathmandu: Asmita Book Publishers and Distributors.

4. Manandhar, K. D., et al. *Fundamentals of corporate finance.* Kathmandu: Khanal Publication.

LAW 292 Legal Aspects of Banking and Insurance
BBA BI, 6th Semester

Course Objectives

The aim of this course is to familiarize students with the legal environment and framework in which banking and insurance companies operate. Specifically, the course enables students to comply with banking and insurance regulations while working in banks and insurance industries.

Course Description

This course provides an understanding of the legal framework in which banks and insurance companies operate. It introduces the nature of banking and insurance regulations and regulators and discusses regulations related to bank establishment and bank operation, laws relating to capital requirements and reporting. Similarly, the course also covers insurance laws related to insurance contract, tariff setting and claim settlement process. Finally, it deals with corporate governance of banks and insurance companies and important provisions of acts related to the conduct of banking and insurance businesses.

Course Outcomes

On successfully completing this course, students will be able to:

- understand the nature and development of banking and insurance laws;
- apply the rules and regulations in the establishment of banking and insurance companies;
- assess capital requirements of banks and insurance companies
- comply with the reporting requirements of regulators and other stakeholders;
- fulfill duty of disclosure and understand the effects of non-disclosure;
- apply due process in claim settlements and understand semi judiciary role of Insurance Board in claim settlement;
- explain basic principles of corporate governance; and
- demonstrate the knowledge of understanding of important provisions of major acts related to banking and insurance businesses and the role of Nepal Rastra Bank and Insurance Board in regulating banks and insurance companies.

Course Contents

Unit I: Introduction to Banking and Insurance Laws 3 hours

The need of regulation in banks and insurance companies; development of banking and insurance laws in Nepal.

Unit II: Registration of Bank and Insurance Companies 8 hours

Bank and insurance companies as legal personality; memorandum of association; articles of association; application for registration; capital requirements; categorization of banks and insurance companies; Relevant provisions of Banks and Financial Institutions Act and Insurance Act in the registration of banks and insurance companies.

Unit III: Corporate Affairs, Accounting and Reporting 10 hours

Corporate reporting; directors' meetings; provisions relating to maintenance of accounts and auditing, applications of accounting standards to banks and insurance companies; and reporting to shareholders and regulators.

Unit IV: Bank Operations 5 hours

Laws relating to deposit, lending, international trade, remittance and ancillary services; negotiable instruments; capital adequacy ratio; prudential norms relating to capital; and consequences of non-compliance.

Unit V: Legal Framework of Insurance 3 hours

Insurance and the law of contract: general requirements of an enforceable contract; void and voidable; special legal characteristics of insurance contract: insurance as a contract of indemnity, insurance as a personal contract, insurance as a unilateral contract, insurance as a conditional contract, insurance as a contract of adhesion, insurance as a aleatory contract, and insurance as a contract of utmost good faith.

Unit VI: Regulation of Insurance Industry 6 hours

Goals of insurance regulation; current regulatory structure; federal versus state regulation; areas of regulation: solvency regulation, market regulation, regulation of rates; claim procedures and settlement; breach of contract; disputes of insurance; semi judiciary role of Insurance Board in claim settlement; and ombudsman.

Unit VII: Corporate Governance in Banks and Insurance Companies 3 hours

Principles of corporate governance; Nepal Rastra Bank's directives to banks on corporate governance; and Insurance Board's directives to insurance companies on corporate governance.

Unit VIII: Major Regulations and Regulators of Banking and Insurance 10 hours

Features and coverage of Banks and Financial Institutions Act 2006; features and coverage of Insurance Act 1992; features and coverage of NRB Act; features and coverage of debt recovery act and banking offence act; role of Nepal Rastra Bank in regulating banks, and role of Insurance Board in regulating insurance companies.

Basic Texts

1. Indian Institute of Banking and Finance. *Legal and regulatory aspects of banking*. New Delhi: McMillan India.
2. Gupta, P. K. *Legal aspects of insurance*, Bombay: Himalayan Publishing House.

References

1. Gordon, E. *Banking theory law and practice*. Bombay: Himalaya Publishing House.
2. Vaughan, E. J., & Vaughan, T. M. *Fundamentals of risk and insurance*. John Willey
3. Regda, E. George. *Principles of Risk Management and Insurance***.** New Delhi: Pearson Education.
4. Government of Nepal. *Banks and Financial Institutions Act, 200.*
5. Government of Nepal. *Insurance Act 1992*.
6. Government of Nepal. *Securities Act 200.*
7. *Government of Nepal. Nepal Rastra Bank Act 2002.*
8. Nepal Rastra Bank. *NRB Unified directives and guidelines – updated versions.*

FIN 331 Life and Health Insurance
BBA BI, 6th Semester

Course Objectives
The aim of this course is to provide students broad knowledge on the principles and practices of life and health insurance. It also aims to provide students required skills useful to apply the principles and practices in managing life and health insurance business.

Course Description
This course mainly covers: fundamental principles of life insurance, types of life insurance policies, life insurance contractual provisions, underwriting and claim settlement processes, buying life insurance, group insurance and annuities, individual health insurance coverage, and life insurance market.

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

- understand fundamental principles of life insurance;
- evaluate the significance of different types of insurance policies and their contractual provisions;
- follow the procedures of underwriting and claim settlement in case of life and health insurance;
- determine the cost, rate of return and tax implications of life policies and annuities
- explain major aspects of group insurance along with their benefits and costs;
- explain individual health care coverage and identify problems of health care; and
- understand the life insurance market and its participants.

Course Contents

Unit I: Introduction **4 hours**
Meaning of life insurance; economic value of life, brief history of life insurance in general and in Nepal.

Unit II: Fundamentals of Life Insurance **6 hours**
Premature death; financial impact of premature death on different types of families; amount of life insurance to own; methods of providing life insurance protection.

Unit III: Life Insurance Contract Procedures **6 hours**
Requirements of life insurance contract; proposal form; agent's report; medical report; insurance policy; coverage; adds on cover; exclusion; policy condition; schedule; life insurance contractual provisions.

Unit IV: Life Insurance Underwriting and Claim Settlement **10 hours**
Guiding principles in life insurance; life underwriting process; mortality table; premium; different reserves and provisions; investment of life insurance fund; nomination and assignment; policy lapse and revival. Life insurance claim settlement process; maturity claim; death claim; obligation of policyholders and insurers; settlement option; paid up value; surrender value and their calculation; valuation and surplus.

Unit V: Types of Life Insurance Policies **5 hours**

Term life insurance; whole life insurance; endowment life insurance; variation of whole life insurance; other types of life insurance policies; life insurance products in Nepal.

Unit VI: Buying Life Insurance **5 hours**

Determining the cost of life insurance; rate of return on saving components; taxation of life insurance in Nepal; shopping for life insurance.

Unit VII: Group Insurance and Annuities **6 hours**

Group insurance; group life insurance; group accident insurance; group health insurance; annuities; taxation on annuities, individual retirement account.

Unit VIII: Health Insurance **6 hours**

Health insurance: individual and group health insurance; hospital-surgical insurance; major medical insurance; third party administrator; shopping for health insurance; health care problem in Nepal.

Basic Texts

1. Black, Keneth Jr., & Skipper, Harrold D. Jr. *Life & health insurance*. New Delhi: Pearson Education.
2. Regda, E. G. *Principles of risk management and insurance*. New Delhi: Pearson Education.

References

1. Kutty, Shashidharan K., *Meaning life insurance.* Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance, *Risk management*. Delhi: Macmillan India Ltd.
3. Holyoake, J., & Weipers, W. *Insurance*. Delhi: A.I.I.B.S. Publishers and Distributers.
4. Balachandran, S., Thomas, George E., Choubal, A. S., Sharma, Madhuri, & Nalkur, Nandini. *Practice of life insurance*. India: Insurance Institute of India.
5. Mishra, M. N., & Mishra, S. B. *Insurance principles and practice.* Delhi: S. Chand & Company Ltd.
6. Beema Samiti, *Directives to insurance companies.*

MGT 311 Fundamentals of Operations Management
BBA BI, 7th Semester

Course Objectives
The objective of this course is to introduce students to the field of Operations Management (OM). It will give a survey of the main OM issues and the key concepts and tools for dealing with them.

Course Description
This course provides an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations and productivity, operations strategy, forecasting, product and process design, quality assurance, location and layout strategies, supply chain management, inventory management, operations scheduling, JIT and lean operations. The topics are integrated using a systems model of the operations of an organization.

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

- Understand and appreciate the production and operations management functions in any organization;
- Understand the importance of productivity and competitiveness to organizations;
- Understand the various production and operations design decisions;
- Explain the importance of product and service design decisions and how they relate to the overall strategies of organizations;
- Explain the importance of quality management practices to attain organizational effectiveness;
- Describe the roles of inventories and basics of managing inventories in various demand settings;
- Analyze the contemporary operations and manufacturing organizational approaches and supply-chain management activities.

Course Contents

Unit I: Introductions to Operations Management
Operations and Productivity **5 hours**
Introduction, organizing for transformation process, objectives, heritage of operations management, operations in service sector, Trends in operations management, productivity challenges, Ethics and social responsibility.
Operations Strategy **5 hours**
Global view of operations, developing missions and strategies, achieving competitive advantages through operations, strategy development and implementation.

Unit II: Designing Operations
Product and Process Design **7 hours**
Product selection, Generating new products, product development, issues for product design, service design, Process strategies, process analysis and design, product process matrix,

service process design, capacity planning, capacity considerations, demand and capacity management in services.

Quality Assurance **7 hours**

Defining quality, International quality standards, Total quality management, Tools of TQM, TQM in services, statistical process control (Statistical Control Chart, $\overline{X}$ chart, R-chart, p-chart)

Unit III: Managing Operations

Supply Chain Management **7 hours**

Strategic importance, supply chain strategies, vendor selection, logistics management, measuring supply chain performance, outsourcing, risks in outsourcing, ethical issues in outsourcing.

Inventory Management **7 hours**

Functions of inventory, types of inventory, inventory models for independent demand (deterministic model), material requirement planning, enterprise resource planning.

Operations Scheduling **6 hours**

Strategic importance, scheduling issues, loading jobs, sequencing jobs, scheduling services.

JIT and Lean Operations **4 hours**

Just-in-Time, JIT layout, JIT inventory, JIT scheduling, JIT quality, lean operations, lean operations in services.

Basic Text

Heizer J., Render, B., & Rajashekhar J. *Operations Management.* New Delhi: Pearson Education Inc.

References

1. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava S. K. *Operations Management: Process and Supply Chain.* New Delhi: Pearson Education Inc.
2. Stevenson, W. *Operations Management.* New Delhi: Tata McGraw Hill Education.
3. Gaither, N. and Gaither, F. *Operations Management.* New Delhi: Cengage Learning.

FIN 333 Property and Liability Insurance
BBA BI, 7th Semester

Course Objectives
This course aims to provide students broad knowledge on properties and liability insurance, and equip them with skills to put the knowledge in practice. The course will also familiarize students with the current problems and prospects in the field of property and liability insurance in Nepal.

Course Description
This course is designed to provide broad understanding on properties and liability insurance. Specifically the course deals with the introduction to properties and liability insurance, the nature of general insurance contract, various services provided by fire, motor, marine, aviation, engineering and miscellaneous insurances. The course also addresses current problems and prospects in the field of property and liability insurance in Nepal.

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

- understand the principles of general insurance;
- understand provisions of general insurance contract;
- select appropriate policies of fire insurance to cover the risk of fire;
- explain fundamentals of motor insurance and select appropriate policies of motor insurance to cover the risk associated with motor insurance including third party liabilities;
- understand fundamentals of marine and goods-in-transit insurance and its role in international trade;
- explain important concepts related to liability insurance;
- understand fundamentals of aviation insurance and its market;
- identify appropriate products for engineering and contractors' all risk insurance; and
- follow underwriting and claim settlement process of general insurance.

Course Contents

Unit I: Introduction **4 hours**
Introduction to general insurance; types of general insurance; development of general insurance in general and in Nepal; and principles of general insurance.

Unit II: General Insurance Contract **5 hours**
General insurance contract; proposal form; inspection; general insurance policy; coverage; adds on Cover; exclusion; policy condition; schedule; endorsements; days of grace; trailers; and policy cancellation and reinstatement of the policy.

Unit III: Fire Insurance **5 hours**
Brief history of fire insurance; types of fire insurance; fire insurance contract; major coverage; comprehensive cover; and major clauses of fire insurance policy and policy conditions.

Unit IV: Motor Insurance **5 hours**

Types of motor insurance; certificate of motor insurance; fire and theft cover; other coverage; cover note; no claim discount; green card system; policy conditions; motor tariff; own damage loss; third party liability; knock for knock; and hit and run.

Unit V: Marine Insurance and Goods in Transit Insurance **5 hours**

Brief history of marine insurance; marine insurance and international trade; types of marine insurance; goods in transit insurance; coverage; and policy condition; and exception.

Unit VI: Engineering Insurance **5 hours**

Concept of engineering insurance; contractors all risk insurance; erection all risk insurance; machinery breakdown insurance; boiler insurance; coverage; policy condition; and exception.

Unit VII: Aviation Insurance **3 hours**

Types of aviation insurance; aviation cover note; role of aviation insurance; and aviation insurance in Nepal.

Unit VIII: Liability Insurance **6 hours**

Concept of liability insurance; basic legal liability; law of negligence; imputed negligence; res ipsa loquitor; special application of the law of negligence; current tort liability problem; general liability loss exposure; and different types of liability insurance.

Unit IX: Miscellaneous Insurance **5 hours**

Cash insurance; bankers' indemnity insurance; personal accident insurance; burglary insurance; micro insurance; cattle and crop insurance; pecuniary loss insurance; cattle and crop insurance; micro insurance; and reinsurance.

Unit X: Underwriting and Claim Settlement **5 hours**

Underwriting process of property and liability insurance; pricing; tariff and premium calculation; de-tariff claim settlement process; insurance surveyor and third party administrator's role in claim settlement process; issues in claim settlement process; and claim settlement process in Nepal.

Basic Texts

1. Regda, G. E. *Principles of risk management and insurance.* New Delhi: Pearson Education.
2. Dorfman, M.S. *Introduction to risk management and insurance.* New Delhi: Prentice-Hall India Learning.

References

1. Harrington, Scott E. *Risk management and insurance***.** New Delhi: Tata McGraw- Hill Publishing Company.
2. Mishra, M. N., & Mishra, S. B. *Insurance principles and practice.* New Delhi: S. Chand & Company.
3. Vaughan, E. J., & Vaughan, T. M.. *Fundamentals of risk and insurance*. John Wiley & Sons.
4. Indian Institute of Banking and Finance. *Risk management*. New Delhi: Macmillan India.

5. Holyoake, J., & Weipers, W. *Insurance*. New Delhi: A.I.T.B.S. Publishers and Distributer.
6. Balachandran S., et al. *Principles of insurance*. Insurance Institute of India.
7. Government of Nepal. *Insurance Act and Regulations.*
8. Beema Samiti: *Directives to insurance companies*.

FIN 334 Treasury Management
BBA BI, 7th Semester

Course Objectives
The course aims to equip students with knowledge and skills necessary to organize treasury department and manage treasury functions related to corporate liquidity, investments and risk related to these functions in a bank. It will also familiarize students with the tools and methods available to carry on these treasury functions.

Course Description
This course provides an understanding of the nature of treasury functions in a bank and equips the students with necessary skills, methods and tools to successfully carry on these functions. Specifically, the course covers the key aspects of corporate liquidity, investments and risk related to these functions in a bank. The topics covered in this course are – treasury management, payment system, asset-liability management, investment function, liquidity and reserve management, foreign exchange risk management, clearing and settlement, and treasury system.

Course Outcomes
On successfully completing this course, students will be able to:
- understand the role and position of treasury function in commercial bank;
- understand various payment systems and choose appropriate system for the payment;
- develop asset-management strategies and analyze duration gap;
- select appropriate instruments for investment and evaluate the investment risk in those securities;
- estimate liquidity and reserve requirements and develop strategies to maintain them at optimum level;
- indentify foreign asset liability position and foreign currency risk exposure;
- understand clearing and settlement system; and
- understand treasury technology and treasury management system.

Course Contents

Unit I: Treasury Management **4 hours**
Role of the treasury department; treasury controls; treasurer job description; position of treasury department and its components – front, mid and back office – within the corporate structure.

Unit II: Payment Systems **4 hours**
Payment systems overview; cash payments; check-based payments; large-value funds; electronic Transfers (Wire Transfer); small-value transfer or automated clearing house systems (ACH); and card based payment systems.

Unit III: Asset-Liability Management **8 hours**
Asset-liability management strategies: asset management strategies, liability management strategy, fund management strategy; interest rate risk: forces determining interest rates, the measurement of interest rates, the components of interest rates; goal of interest rate hedging: interest-sensitive gap management, duration gap management; using duration to hedge

against interest rate risk; limitation of duration gap management; and asset-liability management committee.

Unit IV: Investment Function 8 hours

Investment instruments; money market investment instruments: Treasury bills, short-term treasury notes and bonds, government agency securities, certificate of deposit, international Eurocurrency deposits, bankers' acceptance, commercial paper, short-term municipal obligations; capital market investment instruments: Treasury notes and bonds, municipal notes and bonds, corporate notes and bonds; investment securities held by banks; factors affecting choice of securities; evaluating investment risk: security-specific risk, portfolio risk, inflation risk; and investment strategies – passive investment strategies, aggressive investment strategies.

Unit V: Liquidity and Reserve Management 8 hours

The demand for and supply of liquidity; reasons for liquidity problems; Strategies for liquidity managers; estimating liquidity needs; legal reserve and money position management; factors in choosing among the different sources of reserves; liquidity ratios; optimum bank liquidity; and NRB's reserve requirements; the Basel rules.

Unit VI: Foreign Exchange Risk Management 8 hours

Foreign exchange rates and transactions: foreign exchange rates, foreign exchange transactions; sources of foreign exchange risk exposure; foreign currency trading; foreign asset and liability position; and purchasing power parity and interest rate parity.

Unit VII: Clearing and Settlement, and Treasury System 8 hours

Clearing and settlement systems**:** characteristics of clearing and settlement systems; overview of the clearing and settlement process; Fedwire, automated clearing house (ACH) system; clearing house interbank payments system (CHIPS); check clearing; the continuous link settlement (CLS) system; treasury systems**:** treasurer's technology needs, treasury management system; and SWIFT connectivity.

Basic Texts

1. Bragg, S. M., *Treasury management*. New Jersey: Wiley & Sons.
2. Rose, P. S., & Hudgins, S. C. *Bank management and financial services*. New Delhi: Tata McGraw-Hill Education.

References

1. Gup, B. E., & Kolari, J. W. *Commercial banking*. New Delhi: Willey India
2. Saunders, A., & Cornett, M. M. *Financial institutions management*. New Delhi: McGraw-Hill Education.
3. Choudhry, M. *An introduction to banking – Liquidity risk and asset-liability management*. West Sussex, U K: Willy Publication.
4. Association of Financial Professionals. *Essentials of treasury management*.
5. Nepal Rastra Bank. *Unified directives.* Kathmandu: Nepal Rastra Bank.

FIN 335 Credit Risk Management
BBA BI, 7th Semester

Course Objectives
The course aims to equip students with knowledge and skills necessary to understand the credit management function in banking institutions and acquaint them with tools and methods available to manage credit. The course attempts to enable students to understand major tasks performed by credit management department of a bank and make decisions related to sound credit management.

Course Description
This course provides an understanding of the credit process, the assessment of credit risk and managing credit risk for various types of credit facilities. Specifically, this course conceptualizes on the key areas of the credit management process: credit appraisal, administration, monitoring and review. It discusses financial and non-financial factors that affect the creditworthiness and presents comprehensive coverage of credit appraisal, credit execution and administration, and loan review process.

Course Outcomes
On successfully completing this subject, students will be able to:

- understand the nature of bank lending activities and credit risk;
- apply the principles of good lending in assessing credit propositions from bank customers;
- conduct credit analysis for the purpose of bank lending;
- perform quantitative and qualitative analysis for assessment of creditworthiness of borrowers;
- structure, price and market loan products in a competitive way;
- identify and work-out problem loans;
- apply various techniques to mitigate credit risk; and
- demonstrate knowledge and skills required for credit risk management in a bank.

Course Contents

Unit I: Introduction to Bank Credit Management 4 hours
Meaning and significance of credit management:; types of credit facilities: funded and non-funded facilities; steps in lending process; credit information and the role of Credit Information Bureau; and management of credit portfolio.

Unit II: Policies and Structure for Credit Management 4 hours
Principles and regulation of lending; credit policies and procedures; credit manuals; organization of credit function; and credit committee.

Unit III: Credit Evaluation Process 5 hours
Credit scoring; credit ratings; financial analysis; ratio analysis: profitability ratios, liquidity ratios and measures, measuring efficiency, financial leverage, review of financial indicators; common size statement analysis.

Unit IV: Commercial and Industrial Lending **10 hours**

Role of asymmetric information in lending; the competitive environment; loan policy; making loan; principal lending activities; collateral: characteristics of good collateral, types of collateral; the lending process: evaluating a loan request, structuring commercial loan agreements, pricing commercial loan, and monitoring and loan review.

Unit V: Real Estate and Consumer Lending **8 hours**

Real estate lending: mortgage debt outstanding, characteristics of mortgage loan, the real estate portfolio, residential mortgage loan, alternative mortgage instruments, technology, commercial real estate loan; consumer lending: types of consumer loan, leases, finance charges, annual percentage rate, real estate and consumer credit regulation.

Unit VI: Non-Fund Based Operations **5 hours**

Bank guarantees; letter of credit: meaning and types, establishing letter of credit, parties involved, basic documents, risk assessment in letter of credit.

Unit VII: Credit Administration, Monitoring and Review **8 hours**

Credit structuring; bank documentation; types of securities and methods of creating charge over securities; loan covenants; credit file and credit evaluation memo; sanction and disbursement; follow up mechanism for monitoring; indicators of problem loans; credit audit; handling problem loans: credit restructuring; non-performing assets and provisioning norms; non-banking assets.

Unit VIII: Credit Risk and Mitigation **4 hours**

Characteristics of credit risk, indicators of credit risk, credit risk and bank failure, mitigating credit risk.

Basic Texts

1. Rose, P. S., & Hudgins, S. C. *Bank management and financial services*. New Delhi: Tata McGraw Hill Education Pvt. Ltd.
2. Gup, B. E., & Kolari, J. W. *Commercial banking*. New Delhi: Willey India.

References

1. Murali, S., & Subbakrishna, K. R. *Bank credit management*. Mumbai: Himalayan Publishing House.
2. Vijayaragavan, G. *Bank credit management: Text and cases.* Mumbai: Himalaya Publishing House.
3. Gestel, T. V., & Baesens, B. *Credit risk management.* New York: Oxford University Press.
4. Nepal Rastra Bank. *Risk management guidelines.* Kathmandu: Nepal Rastra Bank.
5. Nepal Rastra Bank. *Unified directives.* Kathmandu: Nepal Rastra Bank.

MGT 411 Business Environment in Nepal
BBA BI, 8th Semester

Course Objectives
The course aims to provide students with a sound understanding of environmental forces affecting business operations and to develop their ability to analyze such environmental forces in the Nepalese context. The focus of the course is therefore to review the major environmental forces and analyze their dynamics applicable to Nepalese business.

Course Description:
The course covers the relevant political, economic, legal, socio-cultural, and technological environmental aspects of Nepal and their effects on Nepalese business. In addition, it covers the regional and global environmental factors influencing Nepalese business scenario.

Course Outcomes
After studying this course, students should be able to:
- analyze and identify the opportunities, limitations, and constraints of business;
- pinpoint the changes in the environment and the impact on Nepalese businesses.

Course Contents

Unit I: Concept of Business Environment 4 hours
Concept and framework of business environment; Components of business environment; Environmental scanning/analysis – concept and methods; Use of environmental analysis in strategic management.

Unit II: Economic Environment 4 hours
Economic dimensions of an economy – economic, socio-economic, and industrial dimension; Basic social and economic indicators for Nepal, Analysis of these dimensions and their impact on business; An overview of the latest economic development plan - its objectives and strategies; Indicators of analyzing economic environment.

Unit III: Economic Policies and Reforms 8 hours
Privatization - meaning of privatization, methods of privatization; Privatization policy and practices in Nepal; Industrial Policy - concept and objectives of industrial policy in Nepal; Trade Policy - concept and objectives of trade policy; Labour and Employment Policy - concept and objectives of labour and employment policy; Tourism Policy – concept and objectives of tourism policy in Nepal; Current monetary policy in Nepal; Fiscal policy in Nepal, Liberalization of the Nepalese economy and its effects on the financial and capital market sectors; Effects of liberalization – emerging business environment in Nepal.

Unit IV: Agriculture, Trade and Industrial Sectors: Performance and Issues 5 hours
Nepal's agriculture sector – performance and issues; Nepal's industrial sector – export-oriented and import substituting industries, service sector; Industrial sector - performance and constraints; The role of industry in the changing scenario; Nepal's foreign trade – structure and issues in Nepal.

Unit V: Political Environment **5 hours**

Significance of political environment for business; Nepalese political system and its important players (political parties); Government and constitutional bodies; Role of government in business; Basic issues in business-government relations; Risk assessment of political environment particularly with reference to business sector; Issues in Nepalese political environment.

Unit VI: Regulatory Environment **7 hours**

Concept and features of Private Firm `Registration Act; Partnership Act; Companies Act; Industrial Enterprise Act; Foreign Investment Act; Labor Act; Trade Union Act; Mines and Minerals Act; Intellectual property - Patent, Design, Copyright and Trade Mark Act; Consumer Protection Act and regulations.

Unit VII: Socio-Cultural Environment **4 hours**

Socio-cultural environment and its significance for business; Determinants of socio-cultural, environment - religion, language, education, family structure and social organizations; An analysis of how socio-cultural environment affects the Nepalese business; Emerging socio-cultural changes and trends in Nepal.

Unit VIII: Environment, Energy and Technology **5 hours**

Business and technology; Human factors and technology; Status of technology adopted by the Nepalese business; Technology transfer issues; IT policy of Nepal; Impact of technological environment on the efficiency and competitiveness of Nepalese business; Energy situation in Nepal; Natural environment and energy management issues in Nepal.

Unit IX: Global Environment **6 hours**

Concept of globalization; Nature and types of globalization; Regional economic groupings of nations - SAPTA, SAFTA, and BIMSTEC - their impacts on the Nepalese business; Foreign Direct Investment in Nepal; World Trade Organization (WTO) – Nepal's membership - opportunities and threats for the Nepalese business.

Basic Texts

1. Pant, P. R. *Fundamentals of Business Environment in Nepal*. Kathmandu: Buddha Academic Enterprises.
2. Agrawal, G. R. *Dynamics of Business Environment in Nepal*. Kathmandu: M. K. Publishers.

References

1. Aswasthappa, K. *Business Environment for Strategic Management*. Mumbai: Himalaya Publishing House.
2. Wetherly, P., & Dorron, O. *The Business Environment: Themes and Issues*. New Delhi: Oxford University Press.
3. Ghosh, B. N. *Business Environment*. New Delhi: Oxford University Press.
4. Paul, J. *Business Environment: Text and Cases*. New Delhi: Tata McGraw Hill.

MGT 412 Strategic Management
BBA BI, 8th Semester

Course Objectives
This course aims to familiarize students with the basic concepts of strategic management and enable them to formulate, implement, and evaluate strategies for businesses. The course also aims to develop comprehensive and integrated view of business. The ultimate objective is to develop skill of practical and integrated application of different fields of management in order to make strategic decisions.

Course Description
Starting from the establishment of a company's direction by preparing mission statement and vision, this course will proceed to the identification of opportunities and threats emerging from the external environment and assessment of strengths and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threats with strengths and weaknesses will be the next step. Concepts of removing possible hurdles in the implementation of strategy will be followed by the discussion on the implementation of strategy. Finally, issues related to strategic evaluation and control will be discussed.

Course Outcomes
Upon completion of this course, students should be able to:
- Establish and evaluate mission statement, long term objective, vision, and short term plan for the business;
- Analyze the external and internal environment and identify opportunities, threats, strengths, and weaknesses of the firm and thereby formulate appropriate strategies for business;
- Plan pre-implementation and implementation phase; and
- Monitor and evaluate implemented strategies.

Course Contents

Unit I: Introduction **4 hours**
Meaning of strategy and strategic management; Strategic Management Model; Characteristics of strategic management; Formality in strategic management.

Unit II: Company Direction **3 hours**
Mission and mission statement; Vision; Strategic intent; Strategic objective vs. Financial objective; Policies; Long term and short term objectives.

Unit III: External Environment Analysis **10 hours**
PEST analysis - political, legal, economic, socio-cultural, technological, ecological, and international environment analysis framework (individualism vs. collectivism, totalitarian system vs. democracy, common law vs. civil law system; Determinants of culture; State of technological stage; Impact of ecological and international factors); Industry and competitive analysis - Porter's five force model; Strategic group mapping; Monitoring competition.

Unit IV: Internal Analysis **5 hours**

Resource to competitive advantage pyramid; Internal analysis approaches - value chain; functional approach; and Resource based view (RBV); Benchmarking.

Unit V: Strategic Options and Choice Techniques **10 hours**

Porter's generic strategies: Cost leadership, Differentiation, Grand Strategies (concentration, market development, growth and expansion, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divesture, liquidation, bankruptcy, joint venture, and strategic alliance); Corporate level analytical tools - BCG and GE nine cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

Unit VII: Strategic Implementation **11 hours**

Concept and steps of strategy implementation, Operationalisation of strategies: Annual objectives; functional planning (Finance, Marketing, Human Resource, R&D, Production Operations, MIS and General Management); Communications, Guidelines and policies, Institutionalization: structure, types, matching structure with strategy; Resource allocation and budgeting and role of leadership in strategy implementation.

Unit VII: Strategic Evaluation and Control **5 hours**

Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, implementation control, and special alert.

Basic Texts

1. Pearce, J. A., Robinson, R. B., & Mital, *Strategic Management: Formulation, Implementation, and Control*. New Delhi: Tata McGraw Hill.
2. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikutty, S. *Strategic Management: A South-Asian Perspective.* New Delhi: Cengage Learning.

References

1. Dess, G. G., Lumpkin. G. T., & Eisner, A. B. *Strategic Management: Text and Cases*. New Delhi: Tata McGraw Hill.
2. Thomson, A., & Strickland, *Strategic Management*. New Delhi: Tata McGraw Hill.
3. Relevant journal articles and cases.

FIN 337 International Banking and Insurance
BBA BI, 8th Semester

Course Objectives
The course aims to expose students with the fundamentals of international banking and insurance. It will also familiarize students with the tools and methods used in international banking and insurance business.

Course Description
This course provides an understanding of the nature of international banking and insurance business. Specifically, the course covers the fundamental aspects of international banking – introduction to international banking, correspondent banking exchange rates, concepts and techniques of cross-country remittances. The course also provides an overview of global insurance market, global risk and reinsurance, and international insurance forum.

Course Outcomes
On successfully completing this course, students will be able to:

- understand the evolution of international banking;
- handle correspondent banking activities;
- determine foreign exchange rate and execute foreign exchange transaction;
- understand different concepts used in international remittance and select appropriate means of international remittance;
- identify global market opportunities of insurance business;
- explain the role of reinsurance in mitigating the risk; and
- appreciate the role of international associations in the promotion of insurance business.

Course Contents

Unit I: International Banking 5 hours
Introduction to international banking; the scope of international banking activities; service offered by international banks; regulation of foreign banking activities; and the future of international banking.

Unit II: Correspondent Banking 5 hours
Fund transfer; handling correspondent banking; message authentication; correspondent banking business model; relationship banking; meeting the correspondent business; credit line; ethical practice; and Vostro account operation.

Unit III: Basics of Exchange Rates 5 hours
Exchange rate; causes of rate fluctuation; factors affecting the exchange rate; predicting rate trends; exchange rate, cross rate; quotation rate; swaps; and outright forward deals.

Unit IV: International Remittances 10 hours
Introduction to international remittances; instruments of payment; inland versus foreign payment; options for international settlement; location of accounts; Nostro, Vostro, Loro and Mirror accounts; international settlement process; draft in international banking; cheque books from correspondents; TT remittance through Vostro accounts; TT through Nostro

accounts; funding Nostro accounts; maximizing exchange profit; remittance cash position and currency position.

Unit V: Overview of International Insurance 6 hours

Evolution of international insurance market; cross border activities of insurance; issues in international insurance: ageing problems; and influence of international insurance in Nepalese insurance market.

Unit VI: Global Insurance Market 6 hours

The status of insurance penetration and density of advanced economies, emerging economies and developing economies; catastrophic loss and its consequences on global insurance market; global insurance market: Lloyd's of London, the structure of different insurance products in international insurance market; and role of multinational insurance companies in Nepalese insurance market.

Unit VII: Global Risk and Reinsurance 5 hours

Global risk and risk coping strategies of multinational reinsurance companies; presence of international reinsurance company in Nepalese insurance business; and importance of international insurance companies on mitigating the risk.

Unit VIII: International Insurance Associations and Forum 6 hours

Needs and importance of international association; the functions of International Association of Insurance Supervisors (IAIS); Association of Insurance and Reinsurance of Developing Country (AIRDC); Insurance Congress of Developing Countries (ICDC); South Asian Insurance Regulators Forum (SAIRF); Global Federation of Insurance Association; and the role of Geneva Association and SS Huebner Foundation in insurance sector.

References

1. Bose, R. *Fundamentals of international banking*, New Delhi: Macmillan India Ltd.
2. Rose, P. *Money and capital markets: financial institutions and instruments in global marketplace*. Chicago: McGraw-Hill International.
3. AON Plc. *Global insurance market opportunities*. London: AON Plc.
4. Publications of International Association of Insurance Supervisors (IAIS), *www.iaisweb.org*
5. Publications of Association of Insurance and Reinsurance of Developing Country (AIRDC), www.airdc.org
6. Publications of Global Federation of Insurance Association, www.gfiainsurance.org/
7. Publications of Lloyds of London, https://www.lloyds.com/
8. Publications of International Insurance Institute, www.insuranceinstitute.com/
9. Publications of The Institute for Global Insurance Education, www.igie.org/

Elective Courses

FIN 431 Corporate Finance

Course Objectives
The objective of this course is to provide students an understanding of concepts and theories of corporate finance and develop skills to analyse issues in corporate finance for sound financing decisions in businesses.

Course Description
This course offers students advance knowledge on corporate finance and equip them with additional tools and techniques of corporate finance so as to prepare them to analyze financing problems in a wider context. This course deals with introduction to corporate finance, short-term financing, lease financing, long-term financing, convertibles, exchangeables and warrants, and capital structure determination.

Course Outcomes
By the completion of this course, the students should be able to:

- understand the nature of corporate finance along with determinants of optimal capital structure and ethical issues in corporate financing;
- evaluate different options for short-term financing;
- make a choice between the leasing versus buying alternatives;
- evaluate different alternatives for long-term financing;
- analyze warrants and convertibles as options of financing; and
- determine capital structure that enhances the value of the firm.

Course Contents

Unit I: Introduction to Corporate Finance 3 hours
Nature and significance of corporate finance; financial markets and the corporation; determinants of optimal capital structure; and business ethics and corporate social responsibility in financing decisions.

Unit II: Short-term Financing 8 hours
Need for short-term financing: short-term versus long-term financing; unsecured short-term financing: accruals and deferred income, trade credit, short-term bank loan, commercial paper; secured short-term financing: inventory financing - floating liens, chattel mortgage, trust receipt loan, field and terminal warehouse receipt loan, accounts receivable financing – pledging account receivables, and factoring account receivables.

Unit III: Term Loan and Lease Financing 8 hours
Term loan: features and sources; lease financing: meaning and forms of lease financing, evaluating lease financing in relation to debt financing - return to lessor, equilibrium annual lease payment, present value of lease alternative, present value of borrowing alternative, and factors affecting lease versus purchase decisions.

Unit IV: Long-term Debt and Preferred Stock Financing 8 hours
Features of long-term debt; secured and unsecured bonds; major provisions of preferred stock issues; the use of preferred stock in financing decision; comparative advantages and

disadvantages of long-term debt, bond and preferred stock; and refunding decisions on debt and preferred stock.

Unit V: Common Stock Financing 5 hours

Common stock financing: rights of holder of common stock: nature of voting rights, cumulative voting, pre-emptive right; methods of selling common stocks: public offering, right offering, private placement; comparative advantages and disadvantages of common stock financing; and concept of venture capital financing.

Unit VI: Convertibles, Exchangeables and Warrants 8 hours

Convertible securities: conversion price and conversion ratio, conversion value and premium over conversion value, other features, financing with convertibles, forcing conversion; value of convertible securities: debt-plus-option characteristic, straight bond value, premiums, relationship among premiums; exchangeable bonds: features, use in financing; warrants: features, valuation of a warrant, premium over theoretical value, and relationship between values.

Unit VII: Capital Structure Determination 8 hours

A conceptual look: net operating income approach, traditional approach; the total-value approach: arbitrage support; presence of market imperfection and incentive issues; the effect of taxes; taxes and market imperfection combined; financial signalling; and pecking order approach.

Basic Texts

1. Van Horne, J. C., Wachowicz, J. M., & Bhaduri, S. N. *Fundamentals of financial management*. New Delhi: Pearson Education.
2. Ross, S. A., Westerfield, R. W., & Jordan, B. D.. *Fundamentals of corporate finance*. New Delhi: Tata McGraw-Hill Education India.

References

1. Brigham, E. F., & Houston, J. F. *Fundamentals of financial management*. New Delhi: Cenage Learning India Pvt. Ltd.
2. Paudel, R. B., Baral, K. J. Gautam, R. R., & Rana, S. B. *Financial management*. Kathmandu: Asmita Book Publishers and Distributors.
3. Pradhan, R. S. *Capital structure management*. Kathmandu: Landmark Publications.

FIN 432 Microfinance

Course Objectives

The purpose of the course is to provide students the principles and practices of microfinance institutions and microfinance services. The course also emphasizes on improving skills of the students to prepare microenterprises business plan for self-employment opportunities.

Course Description

This course provides an understanding of the basic principles, practices and services of microfinance industry. It begins with an introduction to microfinance in general and microfinance lending models in particular. Then it proceeds to discussion of various types microfinance institutions and explores their role in development of different sectors of an economy. The course also gives an overview of regulatory regime of microfinance in Nepal. Finally, it deals with entrepreneurship and develop business plan suitable for micro financing.

Course Outcomes

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

- explain the nature of microfinance and microfinance models;
- identify the role of microfinance institutions in social and economic development;
- choose appropriate model of microfinance institutions and develop microfinance products;
- familiarize with the microfinance programs in Nepal and appreciate their role in different aspects of national development;
- understand the rules and regulations of microfinance industry in Nepal and apply them in the establishment and operation of microfinance institutions in Nepal;
- prepare micro/ small enterprise business plan; and
- demonstrate ability to conduct the case studies of microfinance institutions.

Course Contents

Unit I: Introduction to Microfinance 6 hours

Concept and meaning of microfinance; history of microfinance; need of microfinance; key principles of microfinance; microfinance client; microfinance products: microcredit, micro saving, micro insurance, payment and transfers; and distinction between traditional financing and micro financing.

Unit II: Micro Entrepreneur and Microfinance 6 hours

Concept and importance of micro enterprises and entrepreneurs; business plan for micro enterprises, preparation of business plan.

Unit III: Microfinance Credit Lending Models 6 hours

Individual lending model; Grameen Bank solidarity lending model; village banking model; cooperative model; self-help group model; rotating savings and credit association, and lending models in Nepal: wholesale lending – RSRF and RMDC, retail lending.

Unit IV: Microfinance Institutions **6 hours**

Objectives of the microfinance institutions; importance of microfinance institutions; attributes of a good microfinance institutions; institutional types; formal financial institutions; semiformal financial institutions; and informal financial providers.

Unit V: Microfinance and Development **4 hours**

Microfinance and women empowerment; microfinance and health; microfinance and microenterprise development; microfinance and education; microfinance and networking; micro insurance policies and practices; and challenges and way outs.

Unit VI: Microfinance in Nepal **8 hours**

National microcredit policy; poverty and microfinance in Nepal; development of microfinance sector in Nepal; preview of microfinance models in Nepal; and critical elements of success in Nepal's micro financing.

Unit VI: Regulations of Microfinance Institutions **6 hours**

Need for regulation; regulations of microfinance industry and small enterprises: registration, operation and reporting; regulating authorities; and relevant acts and byelaws.

Unit VII: Processes and Interest Rates for Microfinance **6 hours**

Sources and process of microfinance; Challenges and difficulties in the process; Cost of finance: interest rate, subsidy schemes and plans, transaction costs for micro entrepreneurs, challenges in costs and interest rate, and way outs.

References

1. Ledgerwood, J. *The new microfinance handbook***.** Washington, DC: The World Bank.
2. Panda, D. K. *Understanding microfinance***.** New Delhi: Wiley India.
3. Marguerite S. R. *The microfinance revolution*. Washington, DC: The World Bank.
4. Shah, R. K. *Microfinance in Nepal.* New Delhi: Serials Publications.
5. Agrawal, G. R. *Entrepreneurship development in Nepal*. Kathmandu: MK Publishers and Distributors.
6. Sharma, P. R. *Impact of microfinance on women empowerment.* Pokhara: Team Organizing Local Institution.
7. Sharma, P. R. *Sustainability of microfinance institutions: an opinion survey*. Pokhara: Team Organizing Local Institution.
8. Government of Nepal. *National microcredit policy 2007*. Kathmandu: Nepal Rastra Bank.
9. Hisrich, R. D. Peters, M. P., & Shepherd, D. A. *Entrepreneurship***.** New Delhi: Tata McGraw Hill Education.

FIN 433 Investment Management

Course Objectives

The course aims to provide students the fundamental knowledge on investing in securities. Specifically, it aims at enabling students to understand financial markets, identify securities for investment, estimate risk and return from the securities and appraise them to form portfolio for investment.

Course Description

This course being the first course in investments begins with a broad overview of investment environment and covers different investment alternatives and their markets. Then it deals with the risk and return of an individual asset as well as that of portfolios, and the selection of optimal portfolio. It discusses how assets are priced by using capital assets pricing model. Finally, it deals with how debt and equity securities are valued for investment decision making purpose.

Course Outcomes

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

- understand investment environment in which they have to undertake investment decisions;
- classify assets on the basis of their features for investment purpose;
- construct stock market indexes and interpret them;
- understand how securities are issued in the market and how they are traded in exchanges;
- calculate risk and return on of an individual asset and that of a portfolio;
- diversify risk by creating efficient portfolios;
- price securities using capital assets pricing model;
- value bonds and calculate yields on bonds; and
- value common stocks using dividend discount models and price-earning models.

Course Contents

Unit I: Investment Environment **4 hours**

Meaning of investment; investment alternatives; securities markets; securities market institutions; investment process; the risk-return trade-off; ethical issues in investing, and Nepalese investment environment.

Unit II: Assets Classes and Financial Instruments **8 hours**

The money market: treasury bills, certificates of deposit, commercial paper, bankers' acceptance, Eurodollars, the Libor rate, yield on money market instruments; the bond market: treasury notes and bonds, inflation-protected treasury bonds, federal agency bonds, international bonds, municipal bonds, corporate bonds, mortgages and mortgage-backed securities; equity securities: common stock – characteristics and listing, preferred stock, depository receipts; stock and bond market indexes: stock market indexes – price-weighted index, value-weighted index, equally-weighted index; Nepal Stock Exchange index, bond market indicators; and derivative markets.

Unit III: Securities Markets **6 hours**

Concept of securities markets; issue of securities; privately held firms and publicly traded companies; shelf registration; initial public offerings; trading of securities; types of markets; types of orders; trading mechanisms; the rise of electronic trading; ECNs; new trading strategies; globalization of stock markets; trading costs; buying on margin; short sales; functions of Nepal Stock Exchange; and role of Nepal Securities Board.

Unit IV: Risk and Return **6 hours**

Concepts of risk and return; measuring investment returns: holding period return, returns over multiple periods, annualizing rates of return, expected return, time series of return; inflation and real rates of return; measuring risk: variance, standard deviation, coefficient of variation; portfolio return and risk of a portfolio of risky and risk-free assets.

Unit V: Efficient Diversification and CAPM **8 hours**

Diversification and portfolio risk; asset allocation with two risky assets; covariance and correlation; the risk-return trade-off with two-risky-assets; the mean-variance criterion; the optimal risky portfolio with a risk-free asset; efficient diversification with many risky assets; the efficient frontier of risky assets; choosing the optimal risky portfolio. The Capital Asset Pricing Model: the model, assumptions, implications, and the security market line.

Unit VI: Bond Prices and Yields **8 hours**

Bond characteristics; treasury bonds and notes; corporate bonds; international bonds; innovation in the bond market; bond pricing; bond pricing between coupon dates; bond pricing in excel; bond yields: yield to maturity, yield to call, realized compound return versus yield to maturity; bond prices over time; yield to maturity versus holding-period return; zero-coupon bonds and treasury STRIPS; after-tax returns; default risk and bond pricing; junk bonds; determinants of bond safety; bond indentures; yield to maturity and default risk; credit default swaps.

Unit VII: Equity Valuation **8 hours**

Valuation by comparables; limitations of book value; intrinsic value versus market price; dividend discount models; the constant-growth DDM; stock prices and investment opportunities; life cycles and multistage growth models; price–earnings ratios: the price–earnings ratio and growth opportunities; pitfalls in P/E analysis; other comparative valuation ratios; free cash flow valuation approaches; comparing the valuation models; limitations of DCF models.

Basic Text

Bodie, Z., Kane, A., & Alan, J. M. *Essentials of investments*. New York: McGraw Hill.

References

1. Alexander, G. J., Sharpe, W. F., & Bailey, J. V. *Fundamentals of investments*. New Delhi: Prentice Hall of India Ltd.
2. Jordan, B. D., & Miller, T. W. *Fundamentals of Investments*. New York: McGraw-Hill Irwin.
3. Reilly, F. K., & Keith, C. B. *Investment analysis and portfolio management*. New Delhi: Cengage Learning (India).

FIN 436 Fundamentals of Financial Derivatives

Course Objectives

The objective of the course is to familiarize students with the basic financial derivative instruments and their pricing principles. In particular, this course focuses on the economics of pricing derivative instruments, such as option, future, forward, swap. This course also enables to design the strategies using the different types of financial instruments for hedging risk.

Course Description

This course is the basic course in financial derivatives. Therefore, it begins with an introduction to financial derivatives and derivative markets and moves to basic principles of options and option pricing. Then it deals with forward and future markets, swaps, and over-the-counter derivative instruments; and finally, deals with derivative markets in the context of Nepal.

Course Outcomes

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

- understand basic concepts, theories and practices related to derivative securities and derivative markets;
- understand option related terminologies, interpret option quotations and calculate payoff from option positions;
- value options using binomial and Black-Scholes-Merton option valuation models;
- pricing forward and future contracts and use them for hedging against risk;
- understand the significance of various swaps;
- familiarize with over-the-counter derivative instruments;
- calculate the value of different types of derivative instruments;
- analyze options, swaps, forwards and futures for designing investment strategies; and
- understand the derivative markets in Nepal.

Course Contents

Unit I: Introduction **5 hours**

Concept and development of derivatives and derivatives markets; derivative markets instruments; core concepts in financial and derivative markets; spot and derivative markets; role of derivative market; myths in derivative markets; ethics in derivative markets; career in derivative markets; uses of derivatives in risk management.

Unit II: Structure of Option Markets **5 hours**

Option terminologies; development of options markets; call and put options; over-the-counter options market; exchange-listed option trading; mechanics of trading; option quotation; types of options; transaction costs in option trading; regulation of option markets.

Unit III: Option Pricing Principles and Model **12 hours**

Principles of call and put option pricing; call-put parity; Binomial options pricing model: features, single and multi-period European call and put binomial model; Black-Scholes-Merton options pricing model: assumptions, formula, factors affecting option price.

Unit IV: Forward and Future Contracts **12 hours**

Development of forward and future markets; forward vs. future markets; future traders; mechanics of future trading; principles of pricing forwards and futures: interest, cost of carry, convenience yield, and risk; difference between forward and future prices and the sources of difference; hedging with forward and futures: basis, short and long hedging, hedge ratio, and the risk of hedging.

Unit V: Swaps **5 hours**

Concept and nature; features of swaps; introduction to interest rate swaps, currency swaps and equity swaps.

Unit VI: Over-the-Counter Products **4 hours**

Interest rate options: caps, floors and collars; swap options; exotic options; credit derivatives: credit default swap, credit default exchange swap, credit spread derivatives, total return swap and credit-linked note; difference between securitization and credit derivatives

Unit VII: Derivative Markets in Nepal **5 hours**

Development of derivative market in Nepal; instruments traded in the market; mechanics of trading; regulation of derivative markets in Nepal; issues in derivative markets in Nepal.

Basic Texts

1. Chance, D. M., & Brooks, R. *An introduction to derivative and risk management*. New Delhi: Cengage Learning India Pvt. Ltd.
2. Kumar, S. S. S. *Financial derivatives*. New Delhi: Prentice-Hall of India.

References

1. Hull, J. C., & Basu, S. *Options, futures, and other derivatives*. New Delhi: Pearson Education.
2. Parasuraman, N. R. *Fundamentals of financial derivatives*. New Delhi: Wiley India.
3. Manandhar, K. D., & Dahal K. *Financial derivatives and risk management*. Kathmandu: Buddha Academic Publishers.

FIN 438 Trade Finance

Course Objectives
This courses aims to provide students the basic understanding of important concepts and practice of trade finance. The course also equips students with the essential theoretical knowledge and practical skills to properly manage trade finance.

Course Description
This course focuses on both theoretical aspect and practical aspect of trade finance. This course covers introduction to trade finance, theories of international trade, clean payment transactions, documentary collection and documentary credit, important trade documents, pre-shipment trade finance and post-shipment trade finance, forfeiting and factoring, bank guarantees and domestic trade finance, and risk management.

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

- understand concept, scope, importance and suppliers and users of trade finance, and methods of payments international trade finance;
- understand the international trade theories;
- analyze the methods of clean payments and apply the different methods of clean payments in international trade;
- understand the concept of different aspects of documentary collection and credit, and handle the documentary collection and credit processes;
- handle and manage the important trade documents;
- understand the basic concepts of pre-shipment and post-shipment trade finance and manage the pre-shipment and post-shipment trade finance;
- understand the theoretical aspects of forfeiting and factoring and apply the different models of factoring to finance the trade;
- describe the procedures of bank guarantee and manage the domestic trade finance; and
- analyse and manage the transport management risk, credit management risk and foreign exchange management risk.

Course Contents

Unit I: Introduction 6 hours
Concept, scope and importance of trade finance; types of trade finance: domestic trade finance and international trade finance; providers of trade finance: suppliers, banks, syndicates, trade finance houses and buyers; users of trade finance: producer, manufacturer, importers, traders, and exporters; and methods of payment in international trade.

Unit II: Theory of International Trade 4 hours
The theory of absolute advantage; the theory of comparative advantage; the Heckcher-Ohlin theory; and the factor-price equalization theory.

Unit III: Clean Payment Transactions 6 hours
Cash-in-advance: characteristics of cash-in-advance, methods of cash-in-advance - wire transfer, credit card, payment by check, when to use cash-in-advance terms; open account:

characteristics of open account, offering open account terms in the competitive markets - export working capital financing, government guaranteed export working capital program, export credit insurance, export factoring, and forfeiting.

Unit IV: Documentary Collections and Documentary Credit 8 hours

Documentary collection: introduction, exporter and exporter's bank, importer and importer's bank, dishonour, protest bill, settlement of bill, risks, usance D/P bill; documentary credit: introduction, parties to letter of credit, interbank communication, process details, types of letter of credit -revocable L/C, irrevocable L/C, confirmed L/C, sight credit and usance credit, back to back letter of credit, transferable L/C and standby L/C, calculation of fee and reimbursement, risk associated with the opening import L/C; regulatory requirements; trade control requirement; and exchange control requirements.

Unit V: Important Trade Documents 4 hours

Trade documents: airway bill, bill of lading, certificate of origin, combined transport documents, commercial invoice, draft (bill of exchange), insurance policy certificate, insurance policy, insurance certificate, packing list/specification, and inspection certificate.

Unit VI: Pre-shipment and Post-shipment Trade Finance 5 hours

Pre-shipment trade finance: types of pre-shipment finance, requirement for getting packing credit, different stages of pre-shipment trade finance, and special cases; post-shipment trade finance: features, financing of various types of exports, buyer's credit, supplier's credit, types of post-shipment finance, and option for exporters.

Unit VII: Forfeiting and Factoring 5 hours

Brief history of forfeiting, documentary requirement, fee type description, factoring, different models of factoring, benefits of factoring, operating process of factoring, and bill discounting versus factoring.

Unit VIII: Bank Guarantees and Domestic Trade Finance 3 hours

Types of bank guarantee, general guidelines and procedures of bank guarantee, standby letter of credit, and co-acceptance of bill; channel financing, and vendor financing.

Unit IX: Risk Management 7 hours

Transport risk management: scope of coverage, specialist covers, seller's/buyer's contingent interest insurance, consequential loss insurance, charter's liability insurance; credit risk management: concept of credit risk management, types of contract, credit insurance, payment risk, bad debt protection and benefits of credit cover; and foreign exchange risk management options: non-hedging forex risk management technique, forex forward hedges, and forex option hedges.

References

1. Indian Institute of Banking and Finance. *Practitioners' book on trade finance*. Banglore: Taxmann Publication.
2. US Department of Commerce, International Trade Administration. *Trade finance guide: A quick reference for U.S exporter*. Washington DC: International Trade Administration.
3. The Wolfsberg Group. *The Worlfsberg trade finance principles*. New York: The Wolfsberg Group Brigham.

FIN 471 Marketing of Banking and Insurance Services

Course Objectives

This course aims to develop students' understanding of the specific nature and problems of marketing of financial services with a view to develop students' skill in designing a plan and program for marketing of banking and insurance products and services.

Course Description

This course deals with an introduction to basics of service marketing, and financial service marketing, segmentation, targeting and positioning strategies applicable to financial services, preparation of marketing plan, key decision areas related to product, pricing, distribution, and promotions of financial services, and issues related to retail, corporate and rural banking.

Course Outcomes

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

- understand basic concepts, theories and practices related to marketing of financial services;
- understand financial marketing practices, marketing planning process, buyer behavior.
- implement market segmentation, market targeting and positioning for financial services;
- analyze the product, price, distribution and promotion strategies for financial services; and
- understand the significance of corporate banking, retail banking, and bank marketing in rural areas.

Course Contents

Unit I: Introduction 6 hours

Concept and nature of service products; difference between services and goods; strategic implications of the unique nature of service products.; nature of financial services; nature of services marketing; marketing concept and four pillars of bank marketing; services marketing mix (7ps); and marketing of financial products and services in Nepal.

Unit II: Understanding the Financial Consumer 6 hours

Need to understand customer behavior in financial institutions; types of financial customers – institutional and individual; buying process of institutional and individual customers; factors affecting selection of bank and insurance services; and know your customers (KYC) guidelines of NRB.

Unit III: Strategic Marketing Planning for Banks and Insurance 8 hours

Financial customer segmentation; target marketing and brand positioning; concept of strategic marketing planning; types of marketing plan; elements of marketing plan (SWOT analysis, competitive analysis, marketing objectives, strategy formulation, implementation, control and feedback.

Unit IV: Financial Product Decisions **8 hours**

Concept of financial service products; product levels and hierarchy; products systems and its mixes; role of product managers; new product development; new product development process; the product life cycle; and innovation diffusion and adoption process.

Unit V: Pricing Decisions **8 hours**

Concept and role of pricing strategy; challenges of pricing of financial services; pricing and bank's profitability; approaches of pricing (cost based, competition based, value based); different pricing strategies (penetration, skimming, promotional, relationship, price bundling, risk pricing); factors affecting pricing decision; and pricing of insurance products.

Unit VI: Distribution Decisions **6 hours**

Concept and key role of distribution channel strategy in financial services; options of distribution channels; concept of branches; face to face sales channels; alternative delivery channels; telephone banking; mobile banking; internet banking; multichannel banking; branch less banking; insurance agents and their roles and responsibilities; and distribution channel in insurance: bancassurance, agents, partners.

Unit VII: Promotion Decisions **4 hours**

Objective of marketing communication; promotional tools; advertising; planning promotional campaign; media selection; measuring advertising effectiveness; public relations; sponsorship and events; direct marketing; internet as a marketing tool; and customer relationship marketing.

Unit VIII: Marketing Strategy for Retail, Corporate, and Rural Customers **8 hours**

Concept of retail banking; factors affecting retail banking; retail banking practices in Nepal; credit cards and its marketing; difference between retail banking and commercial banking; corporate customer's needs; product and services for corporate customers; rural customers and their need; overview of financial inclusion; and concept of microfinance in Nepal.

Basic Texts

1. Bapat, D. *Marketing of financial services*. New Delhi: Bizmantra (Dreamtech Press), India.
2. Ehrlich, Evelyn, & Fanelli, Duke. *The financial services marketing hand book - tactics and techniques that produce results*, Princeton: Bloomberg Press.

References

1. Pezzullo, Mary Ann. *Marketing financial services*. American Bankers Association, (Published for The Indian Institute of Bankers), Macmillan.
2. Manandhar, K. D., & Pokharel, S. B.. *Marketing financial services*. Kathmandu: Asmita Publication and Distributors.

FIN 472 IT for Banking and Insurance Services

Course Objectives

The objective of the course is to provide students with the understanding of Information Technology (IT) and its application in banking and insurance sector. The course focuses on the understanding information system specific to banking and insurance services. This course also attempts to help students understand and cope with emerging trends in IT and IT-related risks.

Course Description

The course begins with the introduction of Information Technology, Information Systems and different types of information system including TPS, MIS/DSS, ESS, KMS and AI based systems. The course also covers IT systems used especially in banking and insurance sector that includes EFT, RTGS, SWITCHING, Payment and clearing, E-commerce, and related system implemented in local context. This course also deals with risk posed by IT to e-banking and e-insurance systems.

Course Outcomes

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

- understand basic concepts, theories and practices related information systems;
- understand basics of core banking and core insurance systems and their implementations;
- explain basics of EFT, RTGS, SWITCHING and Payment Systems;
- explain basics of interbank systems, e-delivery channels for insurance and banking sector;
- identify different risks related to information systems and different mitigation measures applied to protect organization's information systems; and
- demonstrate the knowledge of IT related local regulatory framework.

Course Contents

Unit I: Introduction 6 hours

Introduction of information systems (IS); IS components; qualities of information; evolution of IS; IS and level of management; IS for banking and insurance value chain; IS and next generation banking; emergence of alternative and electronic delivery channels; concept of intranet; and internet and extranet.

Unit II: IT Enabled Banking Solutions 12 hours

Core banking solution; technology behind core banking solution; core system for insurance companies; functional modules in core banking software; functional modules in insurance systems. Concept of payment and settlement systems: SWIFT and interbank fund transfer systems, and electronic cheque clearing systems; banking and insurance for the poor; technology for value chain financing for financial inclusion; and IT for anti money laundering (AML).

Unit III: Implementing IT Enabled banking solutions 6 hours

Core system planning; requirement analysis and specification; core system design; system testing/UAT; system conversion for core systems; system maintenance; system performance

evaluation and review; hardware, software and IT services selection factors; and change management practices during IS implementation for banking and insurance sector.

Unit IV: Emerging IT trends in Banking and Insurance 10 hours

Concept of electronic wallet; stored value account systems; mobile payments; card technology (debit, credit, prepaid); real time gross settlement (RTGS); mobile application for E-banking and E-insurance; data mining and business intelligence for banking and insurance; anomaly and fraud detection; and SMS and mobile delivery options for banking and insurance companies.

Unit V: Security of E-banking and E-insurance 6 hours

Need to regulation for electronic banking/insurance; risks posed by IT in banking and insurance; security challenges to IT systems and prevention measures; controls in core systems; controls in to ATM operations; controls in mobile systems; controls in internet banking systems; concept of business continuity planning and disaster recovery planning; audit of information systems; and requirement of PCI-DSS and PA-DSS standards.

Unit VI: IT in Banking and Insurance – Local Regulatory Framework 8 hours

NRB IT guidelines; national payment system development strategy; settlement of payments; retail systems; government payments; securities depository; clearing and settlement mechanisms; interbank money market; international remittances; oversight of the national payments system; co-operative framework for the payments system; and E-banking guidelines.

References

1. Sriram, M., & Revathy, R. *Core banking solution: evaluation of security and controls*: Delhi: PHI Learning Pvt. Ltd.
2. Alan Calder, Geraint Williams. *PCI DSS: A pocket guide;* IT Governance Publishing.
3. Nepal Rastra Bank. *Nepal payment system development strategy.* www.nrb.org.np/bfr/bfrcirculars.php?tp=2071-72&&vw=15.
4. Doing Digital Finance Right. *CGAP*. www.cgap.org%2Fpublications%2Fdoing-digital-finance-right.

FIN 473 Special Topics in Insurance

Course Objectives

The aim of this course is to provide students an opportunity to learn emerging issues in special areas of insurance. It also aims to develop students' skill in analyzing those issues and new products and processes in insurance business.

Course Description

This course is built on the core courses of insurances and covers special topics which were not addressed in those courses. The first part of the course covers governance of insurers, analysis of insurers' financial statements and performance indicators including benchmarking. The second part of the course covers social insurance, retirement plans, micro insurance, and deposit and credit guarantee in Nepal.

Course Outcomes

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

- understand the governance structure of insurers;
- analyze financial statements of the insurers against performance indicators and benchmarks;
- understand important aspects of social insurances;
- explain different types of retirement plans;
- understand basic principles and models of micro insurance delivery; and
- describe the deposit and credit guarantee provisions in Nepal.

Course contents

Unit I: Governance of Insurers 6 hours

Rights of share holders; protection of insured interest; board of directors: composition, qualification and appointment; executive management; disclosure; regulation and supervision; and current issues, innovations and emerging trend in areas of governance of insurers.

Unit II: Financial Statements of Insurers 6 hours

An overview of insurers' financial statements and reports: balance sheet, income statement, annual report, long-form audit report; accounting standards and Beema Samiti's directives governing the preparation and publication of insurers' financial statements and reports; and current issues, innovations and emerging trend in financial statements of insurers.

Unit III: Performance Indicators and Benchmarking 6 hours

Performance indicators related to marketing and distribution; financial performance indicators: solvency margin, risk based capital, capital adequacy ratios, CARAMELS parameters of insurers, efficiency and client value; rating system in insurance; and current issues, innovations and emerging trend in performance indicators and benchmarking.

Unit IV: Social Insurance 8 hours

Concept of social protection and social insurance; social vs commercial insurance; old-age, survivors, and disability insurance; types of benefits; medicare; unemployment insurance; workers compensation; universal health insurance; social insurance practices in developed

and developing countries; status of social protection in Nepal; role of insurance companies in social insurance; and current issues, innovations and emerging trend in social insurance.

Unit V: Retirement Plans **8 hours**

Fundamentals of private retirement plan; types of qualified retirement plans; defined-contribution plan; defined-benefit plans; profit-sharing plans; other types of plans; retirement plans for the self-employed; simplified employee pension; simple retirement plans; funding agency and funding instruments; and current issues, innovations and emerging trend in retirement plans

Unit VI: Micro insurance **8 hours**

Micro insurance introduction and characteristics; basic principles; models of micro insurance delivery: partner-agent model, community based model, institutional options; micro insurance product: agriculture and live stocks; and current issues, innovations and emerging trend in micro insurance.

Unit VII: Deposit Insurance **6 hours**

Fundamentals of deposit insurance; global practices of deposit insurance; Deposit and Credit Guarantee Corporation: establishment, objectives and functions; and current issues, innovations and emerging trend in deposit insurance.

References

1. Rejda, G. E. *Principles of risk management and insurance.* New Delhi: Pearson Education.
2. Vaughan, E. J., & Vaughan, T. M. *Fundamentals of risk and insurance*. John Wiley & Sons.
3. Sethi, J., & Bhatia, N. *Elements of banking and insurance*. Delhi: Prentice-Hill.
4. Harrington, S. E. *Risk management and insurance.* New Delhi: Tata McGraw- Hill Publishing Company Limited
5. Insurance Act, 1992 and Insurance Regulation, 1993.
6. Publications of Deposit and Credit Guarantee Corporation Nepal.
7. Publications of International Labor Organization.
8. Publications of International Social Security Association.