

Tribhuvan University  
**Faculty of Management**  
**Office of the Dean**



**Course details of**  
**MBS (Master of Business Studies) 1<sup>st</sup> Semester**

MKT 511: Marketing Management	3 Cr. hrs
ECO 512: Managerial Economics	3 Cr. hrs
MSC 514: Statistical Methods	3 Cr. hrs
MGT 515: Organizational Behavior	3 Cr. hrs
MGT 519: Managerial Communication	3 Cr. hrs

**Effective from 2018 Admission Batch**

# MKT 511: Marketing Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

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

## **Course Description**

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

## **Course Details**

### **Unit 1: Introduction**

**LH 6**

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

### **Unit 2: Marketing Opportunity Analysis**

**LH 6**

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

### **Unit 3: Marketing Information System and Demand Measurement**

**LH 6**

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

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

**LH 6**

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

**Unit 5: Competitors Analysis** **LH 4**

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

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

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

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

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

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

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

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

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

**Unit 10: Evaluation and Control of Marketing** **LH 2**

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

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

**Basic Books**

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

**Reference Books**

Aaker D., Strategic Market Management, Singapore John, Wiley & Sons,

Stanton, E. and Walker, B.J., Fundamentals of Marketing, MC Graw Hill International Editions.

# ECO 512: Managerial Economics

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

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

## **Course Description:**

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

## **Course Details**

### **Unit 1: Introduction to Managerial Economics and Theories of Firm**

**LH 7**

- (a) Concept and scope of managerial economics, Managerial economics and business decision-making.
- (b) Business profit and economic profit.
- (c) Theories of firm: Profit maximisation, Value maximisation, Sales revenue maximisation, Williamson's model of managerial discretion.

### **Unit 2: Demand Analysis and Forecasting**

**LH 8**

- (a) Concept and significance of demand forecasting.
- (b) Techniques of demand forecasting: Survey methods, Market experiment, Time series analysis, Moving average method, Regression analysis, Barometric technique.
- (c) Use of elasticities of demand in business decision making.
- (d) Limitations of forecasting.

### **Unit 3: Production and Cost Analysis**

**LH 5**

- (a) Production function: Short run production function, Long run production function, Cobb-Douglas production function.
- (b) Optimal use of one variable input and two variable inputs.
- (c) Learning curve, Empirical estimation of short run cost function

### **Unit 4: Pricing Theory and Practice**

**LH 14**

- (a) Pricing under oligopoly: Cartel arrangement, Price leadership, Kinked demand curve model.
- (b) Strategic behaviour and game theory: Concept, Payoff matrix, Nash equilibrium, Prisoner's dilemma, Simultaneous move one shot game, Simultaneous move repeated game, Multistage game
- (c) Pricing techniques: Cost-plus pricing, Incremental cost pricing, Predatory pricing, Multiple product pricing (fixed proportion), Transfer pricing, Peak-load pricing, Two-part tariff.
- (d) Economics of discriminations: Wage differential, Price discrimination

### **Unit 5: Risk Analysis**

**LH 4**

- (a) Concept of risk and uncertainty
- (b) Attitude toward risk and uncertainty: Utility Theory and risk aversion
- (c) Information and risk: Asymmetric information, Adverse selection, Signaling, Moral hazard, Principal -agent problem

## Unit 6: Market Efficiency and Role of Government

LH 10

- (a) Market and efficiency: Effect of government policy (tax and price control policy) in market equilibrium and market efficiency
- (b) Market failure: Concept and sources of market failure: Market power and deadweight loss, Incomplete information, Externalities, Public goods.
- (c) Government response to market failure: Rationale for regulation, Monopoly regulation, Antitrust policy, Patent system, Operating controls, Subsidy policy, Tax policy, Regulation of environmental pollution.
- (d) Regulation of international competition.
- (e) Problems of regulation, effects of regulation on efficiency.
- (e) Government failure: Theory of public choice.

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

### Reference Books:

- Adhikari, G.M., Paudel, R.K. and Regmi, K. (2017). *Managerial Economics*. Kathmandu: KEC Publication and distributors
- Dhakal, R. (2017). *Managerial Economics*. Kathmandu: Samjhana Publication
- Mansfield, E. (1996). *Managerial economics*. New York: W.W. Norton and Co.
- Petersen, H.C. and Lewis, W.C. (2008). *Managerial Economics*. New Delhi: Pearson Education Ltd.
- Pappas, J.L. and Hirschey, M. (1989). *Fundamentals of Managerial Economics*. New York: The Dryden Press.
- Salvatore, D. (2012). *Managerial Economics*. New York: McGraw Hill.

# MSC 514: Statistical Methods

*Credits: 3*  
*Lecture Hours: 48*

## Course Objectives

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

## Course Details

### Unit 1: Probability

**LH 6**

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

### Unit2: Probability Distribution

**LH 6**

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

### Unit 3: Sampling and Estimation

**LH 6**

Sampling techniques, sampling and non-sampling errors, sampling distribution, standard error, application of standard error, concept of central limit theorem  
Estimation theory, criteria of good estimator, point and interval estimate, relationship among errors, risk and sample size, determination of sample size

### Unit 4: Testing of Hypothesis

**LH 18**

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

### Unit 5: Correlation and Regression Analysis

**LH 12**

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

## Reference Books

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

# MGT. 515 Organizational Behavior

*Credits: 3*

*Lecture Hours: 48*

## **Course objectives**

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

## **Course Description**

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

## **Course Details**

### **Unit: 1 Introduction**

**LH 7**

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

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

**LH 2**

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

### **Unit 3: Perception and Attribution**

**LH 7**

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

### **Unit 4: Personality and Attitudes**

**LH 9**

Concept of Personality; Hofstede's Framework of Personality; Approaches to Understanding Personality Traits and Dimensions - Cattell's 16 Personality Factors (16PF), The "Big Five" Personality Theory, Personality Profiling Using DISC (Dominance, Influence, Steadiness, compliance) methodology, Fundamental Interpersonal Relations Orientation Behavior; Personality Traits - Locus of Control, Authoritarianism,

Dogmatism, Machiavellianism, Risk Propensity, Self-esteem, Self-monitoring; Concept of Attitudes; Components of Attitudes; Functions of Attitudes; Changing Attitudes - Barriers to changing attitudes, Providing New Information, Use of Fear, Resolving Discrepancies, Influence of Friends or Peers, The Co-opting Approach; Organizational commitment - Meaning and dimensions (Affective, Continuance, and normative); Guidelines to Enhance Organizational Commitment; Organizational Citizenship behaviors (OCBs): Concept.

**Unit 5: Positive Organizational Behavior**

**LH 3**

Concept; Optimism – Dimensions of Optimism, Optimism in the workplace, Hope, Subjective Well-Being (SWB), Resiliency; Emotional Intelligence – Role of Emotion, Role of Intelligence, Meaning of Intelligence, Emotional Intelligence in the Workplace; self-Efficacy – Meaning, Process and Impact of Self-Efficacy, Sources of Self-Efficacy, Implications for Self-efficacy in the work place.

**Unit 6: Motivation and Stress Management**

**LH 4**

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

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

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

**LH 4**

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

**Unit 8: Leadership**

**LH 5**

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

**Unit 9: Communication and Conflict**

**LH 4**

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



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

### **Unit 10: Organizational Change and Development**

**LH 3**

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

#### **Text and Reference Books**

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

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

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

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

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

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

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

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

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

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

# MGT 519: Managerial Communication

*Credits: 3*  
*Lecture Hours: 48*

## Course Objectives

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

## Course Description

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

## Course Details

### Unit 1: Understanding the Foundations of Business Communication

**LH 6**

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

Applying the three-step writing process

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

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

**LH 6**

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

### Unit 3: Writing Reports and Proposals

**LH 8**

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

#### **Unit 4: Oral and non-verbal communications**

**LH 6**

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

#### **Unit 5: Preparing a dossier for employment**

**LH 6**

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

#### **Practicum:**

**LH 16**

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

#### ***Required Texts***

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

Occasional handouts.

#### ***Reference Books***

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

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

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

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

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**Course details of**  
**MBS (Master of Business Studies) 2<sup>nd</sup> Semester**

ACC 517: Management Accountancy	3 Cr. hrs
FIN 510: Financial Management	3 Cr. hrs
MGT 513: Human Resource Management	3 Cr. hrs
MGT 518: Business Environment in Nepal	3 Cr. hrs
MSC 516: Production and Operations Management	3 Cr. hrs

**Effective from 2018 Admission Batch**

# ACC 517: Management Accountancy

*Credits: 3*  
*Lecture Hours: 48*

## Course objectives

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

## Course description

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

## Teaching Methodology and Pedagogy

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

## Marking Scheme

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

### External

- Board Exam

## Course Details

### Unit 1: Concept of Management Accounting

**LH 3**

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

### Unit 2: Cost Management and Reporting

**LH 8**

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

### **Unit 3: Cost-Volume-Profit-Analysis**

**LH 8**

- Concept, objectives, assumptions, limitations of cost-volume-profit-analysis
- Application of cost-volume-profit for breakeven analysis and profit planning including multiple products with interpretation
- CVP analysis under the condition of uncertainty
- Cost-volume-profit analysis under resource constraints
  - Allocation of single resource constraint
  - Allocation of multiple resource constraints using linear programming model

### **Unit 4: Activity Based Costing**

**LH 5**

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

### **Unit 5: Profit Planning**

**LH 11**

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

### **Unit 6: Controlling of Performance**

**LH8**

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

### **Unit 7: Management Accounting and Control System**

**LH 5**

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

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

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

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

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

# FIN 510: Financial Management

*Credits: 3*

*Lecture Hours: 48*

## Course Objective

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

## Course Description

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

## Course Details

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

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

### Unit 2: Financial Statement Analysis LH 5

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

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

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

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

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

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

**LH 6**

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

**Unit 6: Investment Decision**

**LH 8**

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

**Unit 7: Dividend Decision**

**LH 6**

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

**Unit 8: Working Capital Management**

**LH 6**

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

**References**

- Bigham, E. F. & Ehrhardt, M. C. *Financial Management: Theory and Practice*. New Delhi: Cengage Learning.
- Van Horne, J. C. *Financial Management and Policy*. New Delhi: Pearson Education.
- Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Corporate Finance*. New Delhi: Tata McGraw-Hill.
- Gitman, L. J. *Principles of Managerial Finance*. Delhi: Pearson Education.
- Pradhan R. S. *Financial Management*. Kathmandu: Buddha Academic Publishers and Distributors.
- Paudel, R. B., Baral K. J., Gautam R. R., & Rana S. B. *Financial Management*. Kathmandu: Asmita Books Publishers and Distributors.
- Sharma, D. R., Thapa, K., Risal, N. & Pathak, D. D. *Financial Management*. Kathmandu: Khanal Publication Pvt. Ltd.



# **MGT 513: Human Resource Management (HRM)**

*Credit: 3*

*Lecture Hours: 48*

## **Course Objectives**

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

## **Course Description**

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

## **Course Details**

### **Unit 1: An Overview of Human Resource Management LH 6**

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

### **Unit 2: Human Resource: Strategic Planning LH 5**

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

### **Unit 3: Job Analysis and Design LH 5**

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

### **Unit 4: Recruitment, Selection and Socialization LH 5**

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

**Unit 5: Human Resource Development****LH 6**

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

**Unit 6: Employee Career Planning and Mentoring****LH4**

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

**Unit 7: Performance and Compensation Management****LH 6**

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

**Unit 8: Labour Relations and Collective Bargaining****LH 5**

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

**Unit 9: Recent Trends in Human Resource Management****LH 6**

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

**Reference Books:**

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

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

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

Bernardin J.H., (2014).*Human Resource Management: An Experiential Approach*, McGraw-Hill.

Cascio, W., (2015).*Managing Human Resources*, McGraw-Hill.

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

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

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

# MGT 518: Business Environment

*Credits: 3*  
*Lecture Hours: 48*

## Course Objectives

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

## Course Description

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

## Course Details

### Unit 1: Introduction

**LH 3**

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

### Unit 2: Economic Environment

**LH 16**

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

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

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

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

### Unit 3: Political Environment

**LH4**

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

**Unit 4: Regulatory Environment****LH 7**

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

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

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

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

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

**Unit 7: Global Environment****LH 7**

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

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

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

**References**

- Pant, Prem R. *Business Environment in Nepal*. Buddha Academic Publishers and Distributors, Kathmandu.
- Agrawal, G. R. *Dynamics of Nepalese Business Environment*. M. K. Publishers, Kathmandu.
- Aswathappa, K. *Business Environment for Strategic Management*, Himalaya Publishing House, Bombay.
- Cherunilam, F. *Business Environment*. Himalaya Publishing House, Bombay.
- Relevant laws, literature and cases.

# MSC 516: Production and Operations Management

*Credits: 3*  
*Lecture Hours: 48*

## Course Objectives

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

## Course Description

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

## Course details:

### Unit1: Basic Concepts and Introduction

**LH 6**

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

### Unit 2: Production planning and scheduling

**LH 14**

Product development: Operational issues in product life cycle; product development process, Quality function deployment, value engineering, Manufacturing process and service process, Capacity planning decisions, aggregate planning strategies, location planning: strategic importance of location, Factors affecting location decisions, methods of evaluating location alternatives, layout strategies: strategic importance of layout decisions, Types of layout, Designing product layout: Assembly line balance  
Overview of the operations planning and scheduling system, loading, priority sequencing, forward scheduling and backward scheduling, expediting, optimized production technology

### Unit 3: Materials Management

**LH 8**

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

### Unit 4: Managing for Quality

**LH 6**

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

### Unit 5: Optimization Techniques

**LH 14**

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

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

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

### **Suggested Readings**

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