

**Tribhuvan University
Faculty of Management**



MASTER OF BUSINESS MANAGEMENT (MBM) PROGRAM

Curriculum

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

TRIBHUVAN UNIVESITY

Faculty of Management

MBM PROGRAM

The Faculty of Management of Tribhuvan University offers a variety of courses in general, functional and sectoral management areas. The courses are designed according to the need of the country and the international trend in management education.

The mission and objectives of Faculty of Management (FOM) is to contribute to the development of efficient and capable manpower for the business, government, and social sectors. FOM is continuously involved in development and upgrading of its curricula, teaching methods, and examination system. Its programs are designed with greater degree of flexibility that allows the incorporation of the latest development in theory and practice of management.

The FOM offers instructions leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Information Management (BIM), Bachelor of Business Administration (BBA), Bachelor of Business Management (BBM), Bachelor of Public Administration (BPA), Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Studies (MBS), Master of Public Administration (MPA), Master of Travel and Tourism Management (MTTM), Master of Hospitality Management (MHM), Master of Business Administration (MBA), Master of Business Administration in Global Leadership and Management (MBA-GLM) and Master of Finance and Control. The FOM also offers Master of Philosophy in Management (M Phil) and doctoral program in management leading to a Degree of Doctor of Philosophy (Ph D).

Master of Business Management (MBM) Program

Developing Managerial practice is a central concern of the Faculty of Management (FOM), Tribhuvan University (TU). The emphasis upon practice is reflected in various Master level programs of the FOM. FOM program lays special emphasis on developing graduates managerial and entrepreneurial skills over a solid foundation of theories and techniques. Through this two-year 60-credit hour program students develop their management skills on the basis of a good understanding of the economic, social, political milieu both at the national and global levels.

Program Objective

Learning professional management practice forms the backbone of the MBM program. Alongside a series of additional workshops, it develops the core business skills that graduates will need in their future careers it instills a culture of learning, reflection and development through the program's curricular and co-curricular activities.

The MBM is specifically designed to provide high-caliber business graduates with a solid foundation in understanding what business operations is about while developing the skills and awareness needed to be a successful business leader as managers and entrepreneur. The MBM program is designed to provide students with an existing and challenging learning experience. It gives a broad understanding of management issues along with appropriate skills and techniques. The MBM program specifically aims to

develop executives for the new and emerging business sectors in developing economies. MBM graduates will be able to:

- Acquire the analytical, conceptual and practical tools necessary for managerial decision-making.
- Develop the range of skills necessary to operate successfully in a business environment, including analytical, technical, team working, presentation, report writing and communication skills.
- Acquire applied knowledge through real work with assigned industry clients.
- Engage in research and to produce an in-depth analysis and evaluation of a business issue.

Core Courses

The MBM program is anchored by 13 required, rigorous and integrated course modules with 39 credit hours that promote a general-management perspective and that provide a framework for the more function-specific courses that follow. The core course modules are as follows:

MGT 511 Emerging Concepts in Management
STT 511 Statistics and Computer-assisted Data Analysis
ECO 511 Managerial Economics
ACC 511 Managerial Accounting and Control
FIN 511 Financial Management
MGT 515 Organizational Behavior
RES 511 Business Research Methodology
MKT 511 Strategic Marketing Management
MGT 514 Human Resource Management
OPM 511 Operations and Supply-Chain Management
ECO 512 Global Economy and International Business
MGT 513 Business Environment and Corporate Governance
MGT 516 Strategic Management and Leadership

Concentration Courses

The concentration course modules help students to develop specialized and focused knowledge and skills in the areas of their choice. Students are required to **select three courses** from any one of the concentration areas offered by the University. The concentration courses offered are in the areas of banking and finance, applied marketing, small business and entrepreneurship, and IT management.

Banking and Finance

FIN 512 Financial Systems in Nepal
FIN 513 Investment Analyses and Portfolio Management
FIN 514 Financial Institutions and Markets

FIN 515 Money and Capital Markets
FIN 516 Performance Management and Control
FIN 517 Marketing of Financial Services
FIN 518 Treasury Management in Banks
FIN 519 Special Topics in Banking

Applied Marketing

MKT 512 Consumer Behaviour
MKT 513 Advertisement and Sales Promotion
MKT 514 Services Marketing
MKT 515 E-Marketing
MKT 516 Fundamentals of Rural Marketing
MKT 517 Sales and Distribution Management
MKT 518 Strategic Brand Management
MKT 519 Special Topics in Applied Marketing

Small Business and Entrepreneurship

MGT 512 Small Business Entrepreneurship
MGT 513 Innovation and Product Development
MGT 514 Small Business Finance
MGT 515 Rural Marketing
MGT 516 Retail Management
MGT 517 Social Entrepreneurship
MGT 518 Business Plan for New Venture Development
MGT 519 Special Topics in Entrepreneurship Development
MGT 520 Information and Technology Management
MGT 521 Management Information System
MGT 522 Business System Analysis and Design
MGT 523 Decision Support System
MGT 524 Management of Information Technology
MGT 525 Balanced Business Scorecard: Principles and Methods
MGT 526 E-Commerce
MGT 527 Business Intelligence
MGT 528 Special Topics in Information Technology Management

Sectoral Management Elective Courses

Students have great flexibility in choosing from a wide variety of sector-focused elective courses offered by the University. The colleges of the University may also design courses of their own choice and relevance in consultation with the Dean and the Subject Committee. Elective course modules, which are introduced rapidly and are updated regularly, reflect the newest ideas, trends, and thinking in sectoral and applied business. Students may select **any two** course modules from the following courses as sectoral management electives:

MGT 550 Agribusiness Management

MGT 551 Commercial Bank Management

MGT 552 Travel and Tourism Management

MGT 553 Insurance and Risk Management

MGT 554 Micro-finance and Entrepreneurship

MGT 555 E-Business

MGT 556 Management of Sustainable Rural Development and Project Management

MGT 557 Foreign Trade Management and Practices

MGT 558 NGO Management and Development

RES 512 Research Project

Course Cycle

Semester I

15 Credit Hours

MGT 511 Emerging Concepts in Management

3 Cr. Hrs

STT 511 Statistics and Computer-assisted Data Analysis

3 Cr. Hrs

ACC 511 Managerial Accounting and Control

3 Cr. Hrs

ECO 511 Managerial Economics

3 Cr. Hrs

MGT 515 Organizational Behavior

3 Cr. Hrs

Semester II

15 Credit Hours

ECO 512 Global Economy and International Business

3 Cr. Hrs

FIN 511 Financial Management

3 Cr. Hrs

MKT 511 Strategic Marketing Management

3 Cr. Hrs

MGT 514 Human Resource Management

3 Cr. Hrs

OPM 511 Operations and Supply-Chain Management

3 Cr. Hrs

Semester III

15 Credit Hours

RES 511 Business Research Methodology

3 Cr. Hrs

MGT 512 Sectoral Management Elective I

3 Cr. Hrs

CON 511 Concentration I

3 Cr. Hrs

CON 512 Concentration II

3 Cr. Hrs

CON 513 Concentration III

3 Cr. Hrs

Semester IV**15 Credit Hours**

MGT 513 Business Environment and Corporate Governance	3 Cr. Hrs
MGT 516 Strategic Management and Leadership	3 Cr. Hrs
MGT 517 Sectoral Management Elective II	3 Cr. Hrs
RES 512 Research Project	6 Cr. Hrs

Admission Procedure

Students applying for the MBM program must fill in the application blank with all details of their personal information and past academic records. The selection of students shall be based on a three-stage screening process that includes written test, individual presentation and personal interview.

FOM shall conduct a Central Management Admission Test (CMAT) that will test the basic ability of the students in verbal ability and quantitative ability. The test shall be based on the GMAT and GRE format. The colleges running the program shall conduct the individual presentations and interviews for selecting suitable candidates. The admission committee of the colleges has the final authority in selecting the students for the MBM program.

Teaching Pedagogy

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

Attendance

The MBM program is an intensive professional program. This program demands a very high level of commitment from students. Students are required to attend regularly all classes and presentations as required by the course. Students failing to attend 70 % of classes shall not be allowed to appear in the semester-end examinations.

Examination and Evaluation

The performance of students will be evaluated through ongoing in-semester evaluations and semester-end examinations. The FOM shall have the final authority in conducting, evaluating and awarding grades in semester-end examinations. The course facilitator (instructor) shall decide the grades in the in-semester evaluations.

In-semester Evaluations

The in-semester (internal) evaluation shall generally have a total weight of 40 percent in each course. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must secure a minimum Grade Point Average (GPA) of 2.70 or Grade B minus (B-) in a course in order to be eligible to appear in the

semester-end examination of that course. The in-semester evaluations will be based on the following components:

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

Semester-end Examinations

The semester-end examinations on course work related subjects shall have a total weight of 60 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. The duration of the examination shall be 3 hours for both 3 credit hour courses and 2 Credit hour courses. The general pattern of the external examinations shall be conducted as presented in the following table.

External Evaluation: 60 Marks		
Evaluation Components	Number of Questions and Choice	Weight in %
Case Analysis, Situation Analysis or Extended Problem Analysis as suitable to the course	Two Compulsory Questions	50
Problem Solving, Critical Analysis Oriented questions	Three Questions with one choice. (Two questions of 15 marks each to be solved by students)	30
Concept Oriented Short Answer Questions	Six Short Answer Questions with Two Choice Questions (Four Questions of 5 marks to be solved by students)	20
	Total Marks	100

Grading System

The grading system followed in the MBM program will be based on the absolute performance of a student in the in-semester evaluations and semester-end examinations. The performance of a student in the MBM program shall be made on a four point scale ranging from 0 to 4. The passing grade in the semester-end examination for an individual paper shall be grade “B minus” or GPA of 2.70 (55 percent).

In order to pass the semester examination the student must secure a minimum of Grade “B” or Cumulative Grade Point Average (CGPA) of 3.0 (60 percent). The overall grade of a student will be

determined by the student's performance in the in-semester and semester-end examinations. The following table presents the Letter Grade, GPA, percentage equivalent and Performance Remarks for the MBM program:

<i>Grade</i>	<i>CGPA</i>	<i>Percentage Equivalent</i>	<i>Performance Remarks</i>
A	4.0	90 and above	Distinction
A-	3.7	80 - 89.99	
B+	3.3	70 - 79.99	First Division
B	3.0	60 - 69.99	Second Division
B-	2.7	55 – 59.99	Pass in Individual Course
F	0	below 55	Fail

The students shall receive their semester grades and academic transcript grades only in letter grades and GPA scores.

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 (4 semesters)
Maximum duration	48 months (8 semesters)

Failing in Course

Students who do not qualify to appear in the semester-end examinations will have to reregister and retake the course as per the semester cycle. Students who are qualified but fail to appear in the semester-end examinations or fail in the semester-end examination can appear in make-up examinations as per the semester cycle. FOM shall organize chance make-up examinations in the last semester only where a student may appear in 6 courses of the earlier three semesters.

Degree Requirements

To receive MBM degree the student must have

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

Final Project

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

Written Report:	70 %
Viva-voce:	30 %

FOM shall conduct the written report evaluation and report presentation through independent external evaluator(s). The marks awarded by each evaluator shall be averaged and awarded to the student. The concerned college shall conduct the viva-voce examination.

Matters not mentioned

The FOM shall have the final authority to decide any other matters and issues not mentioned in the aforementioned clauses.

MGT 511: Emerging Concepts in Management

Credits: 3

Lecture Hours: 48

Course Objectives

The objective of the course is to provide the students with recent management concepts and practices in the field of management to incorporate changing issues in the management decision making to build competitive advantage for the organization. It imparts rapid response to the environment.

Course Description

This course contains number of units including overview of management, empowerment, sustaining teamwork, outsourcing management, corporate governance, sustaining organizational culture, corporate leadership, conflict, negotiations and change, management control approaches, knowledge and talent management, seminar in management.

Course Details

Unit 1: Overview of management LH 6

- Understanding management
- Mastering the management system
- Skills, competences and knowledge for successful manager
- Management thoughts
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Unit 2: Empowerment LH 2

- Concept of empowerment
- Approaches to empowerment

Unit 3: Sustaining teamwork LH 3

- Team building process
- Barriers to effective team building
- Managing multicultural teams

Unit 4: Outsourcing Management LH 6

- Models of outsourcing
- Impact of outsourcing for organizational effectiveness

Unit 5: Corporate governance	LH 2
<ul style="list-style-type: none"> • Concept and Domains of Corporate governance • Effective corporate rating system 	
Unit 6: Sustaining organizational culture	LH 3
<ul style="list-style-type: none"> • Concept of organizational culture • Framework for examining cultures • Cross cultural management 	
Unit 7: Corporate Leadership	LH 3
<ul style="list-style-type: none"> • Transformational leadership and transactional leadership • Emerging leadership issues 	
Unit 8: Conflict, negotiations and change	LH 4
<ul style="list-style-type: none"> • Conflict resolution techniques • Technique to effective negotiation • Effective change management process 	
Unit 9: Management control approaches	LH 4
<ul style="list-style-type: none"> • Philosophy of quality management • Joseph Juran, Philip Crosby and Edward Daming in quality management • Six Sigma • Implications of six sigma in the organizations 	
Unit 10: Knowledge and Talent Management	LH 6
<ul style="list-style-type: none"> • An integration of thoughts on knowledge management • Barriers to implement knowledge management in an organization • Organization as a Talent Factory • Managing talents for competitive advantage 	
Unit 11: Seminar in Management:	LH 9
<ul style="list-style-type: none"> • Management environment, Corporate Governance, Role of knowledge management, 	

- Mentoring in organizations, empowerment and organizational change,
- Emerging organizational leadership in 21st century, Quality issues in organizations

Managing 21st Century by Peter F. Drucker

Ricky W. Griffin, *Management*

Stephen P. Robbins, *Fundamentals of Management, Essential Concepts and Applications*

Management, Robert Kreitner & Marnata Mohapatra

STT 511: Statistics and Computer-assisted Data Analysis

Credits: 3

Lecture Hours: 48

Course Objectives

The course aims to develop knowledge and skill of statistics and applications of computer in business data analysis. EXCEL software should be applied throughout this course.

Course Description

This course provides advance knowledge of statistics and help students to apply computer skills to analyze statistical information. The course contains descriptive analysis, probability, sampling, multiple correlation and regression.

Course Details

Unit 1: Descriptive Analysis

LH 6

- Measure of central tendency and dispersion
- Skewness and kurtosis
- Five number summary
- Box-Whisker plot

Unit 2: Probability

LH 8

- Simple, independent and conditional probability
- Discrete probability distribution (Binomial and Poisson)
- Continuous probability distribution (Normal)

Unit 3: Sampling

LH 16

- (Parametric)
 - Large sample (Z-statistic)
 - Small sample (t-statistic)
 - One way and two-way ANOVA
- (Non-parametric)
 - Chi-square statistic

Unit 4: Multiple Correlation and Regression

LH 12

- Multiple correlation and regression analysis
- Coefficient of determination
- ANOVA test in regression analysis

- Assumptions of fitting regression
- Forecasting

Text and Reference Books:

Glyn Davis and Branco Pecar. ***Business Statistics using Excel***. Oxford, South Asia Edition.

David M. Levine, Timothy C. Krehbiel, Mark L. Berenson and P.K. Viswanathan. ***Business Statistics: A First Course***. Pearson Education.

ECO 511: Managerial Economics

Credits: 3

Lecture Hours: 48

Course Objectives

This course is intended to provide a foundation in Managerial Economics and aims to enable students to understand the economic analysis applicable to managerial decision making.

Course Description

This course is about the application of micro economics theory in managerial decision making. The main contents of this includes introduction, demand analysis forecasting, theory of production and cost, market, pricing decisions and strategies.

Course Details

Unit 1: Introduction

LH 9

1.1 Introduction to Managerial Economics:

Concept and scope of managerial economics, use of managerial economics in business decision making.

1.2 Basic concept and principles:

- a) Production possibility curve,
- b) Opportunity cost,
- c) Concept of marginal analysis, and
- d) Discounting principles.

1.3 Theory of firm:

Profit maximization theory, Baumol's theory of sales revenue maximization, Morris's hypothesis of maximization of growth rate, Williamson's model of managerial utility function, Behavioral theories.

Unit 2: Demand Analysis forecasting

LH 9

2.1 Concept of price, income, cross and promotional elasticity of demand. Measurement of different types of elasticity of demand. Relationship between price elasticity and revenue.

2.2 Demand forecasting: Concept and purpose of Demand Forecasting, techniques demand forecasting, Qualitative methods of demand forecasting: Survey technique, Market experiment,

Quantitative method of demand forecasting: Time series analysis, Smoothing technique, Econometric technique and Barometric technique, Limitations of forecasting

ACC 511: Managerial Accounting and Control

Credits: 3

Lecture Hours: 48

Course Objectives

The objectives of this course are to provide in depth knowledge of managerial accounting tools and techniques in planning, control and decision making processes.

Course Description

This course looks at the use of information in the planning and control of organizations and organizational units activities, and in the assessment of their performance. Planning is considered through the development and use of budgets in a responsibility accounting framework. The main contents of this course include concept of managerial accounting, cost management, cost-volume-profit analysis, managerial control process, decision making, financial statement analysis and investment decision.

Course Details

Unit 1: Managerial Accounting Concept **LH 2**

Concept, objectives and functions of managerial accounting.

Unit 2: Cost Management **LH 3**

Cost concept, classifications, estimations and reporting based on marginal costing.

Unit 3: Cost-Volume-Profit Analysis **LH 6**

Concept, assumptions, limitations and techniques of CVP, break even analysis and profit planning including multi-products. CVP under condition of uncertainty and constraints. Linear programming models for planning.

Unit 4: Managerial Control Process **LH 14**

Budgeting: Preparation of Master Budget for manufacturing and trading organizations for future forecasting

Variance Analysis for controlling the performance: Material, Labour, Overhead and Revenue (based on turnover)

Performance reporting and analysis

Unit 5: Decision regarding alternative choices

LH 8

Make or buy. Drop or continue. Accept or reject a special offer. Sales or further processing and Leasing for purchase.

Unit 6: Financial Statement Analysis LH 6

Meaning and objectives of Financial Statement Analysis. Techniques of Financial Statement Analysis: Horizontal, Vertical, Trend and Ratio Analysis: Liquidity, Activity, Capital Structure, Market Strength, Profitability and Growth.

Unit 7: Investment Decision

LH 9

Concept and need of capital budgeting. Investment analysis techniques: ARR, PB, NPV and IRR. Economic analysis of project: cost benefit analysis. Risk analysis in capital budgeting: sensitivity, scenario analysis, probability distribution approach, standard deviation, decision tree. Foreign investments and foreign currency transactions.

Text and Reference books:

Garrison, R.H., Noreen, E.H., & Brewer, P.C. (2009), *Managerial Accounting*, New Delhi: Tata McGraw Hill Education Pvt. Ltd.

Hilton, R.W., Ramesh, G., & Madugula, J. (2008), *Managerial Accounting*, New Delhi: Tata McGraw Hill Education Pvt. Ltd.

FIN 511: 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 decisions along with managing working capital. The course also aims to familiarize students with emerging issues in finance and enable them to critically analyze these issues.

Course Description

This course contains financial management and environment, financial statement analysis, time value of money, risk, return and the portfolio theory, security valuation and cost and capital, investment decision, financing decision, dividend decision, working capital management, seminar in finance.

Course Details

Unit 1: Financial Management and Environment

LH 3

Meaning, functions and goal of financial management; place of Finance in organization structure; the agency problem; business ethic and social responsibility; corporate governance; forms of organizations; financial markets and financial institutions; cost of money; tax environment.

Unit 2: Financial Statements Analysis

LH 3

Financial statements and reports; modifying accounting data for managerial decisions; nature and need of financial analysis; financial ratio analysis and their types; DuPont equation; comparative ratios and benchmarking; uses and limitations of ratio analysis; common size statement; index analysis; trend analysis; qualitative factors in financial analysis.

Unit 3: Time Value of Money

LH 3

Future and present value; perpetuities and annuities; growing perpetuities and annuities; uneven cash flows, amortization of loan, intra-year compounding and discounting.

Unit 4: Risk, Return and the Portfolio Theory

LH 5

Return and return measures; risk and risk measures; measurement of risk and return in portfolio context; risk diversification; capital assets pricing model (CAPM) and beta; efficient portfolio; optimal portfolio.

Unit 5: Security Valuation and Cost of Capital

LH 5

Bond types and their classification; bond valuation; bond yields; riskiness of a bond. Legal rights and privilege of common stockholders; common stock valuation; stock market equilibrium; efficient market hypothesis. Weighted average cost of capital; specific cost of capital; marginal

cost of capital; the CAPM and other approaches; factors affecting the weighted cost of capital; adjusting the cost of capital for risk; cost of capital in privately owned firms and small businesses.

Unit 6: Investment Decisions

LH 5

Cash flow estimation: estimating cash flows. Overview of capital budgeting; net present value (NPV); internal rate of return (IRR); NPV profile; comparison of NPV and IRR methods; modified internal rate of return (MIRR); profitability index; business practices; optimal capital budget. Project analysis: issues in project analysis; depreciation; adjusting for inflation; project risk analysis.

Unit 7: Financing Decision

LH 4

Capital structure issues; business risk and financial risk; estimating the optimal capital structure decision.

Unit 8: Dividend Decision

LH 4

The level of distribution and firm value; clientele effect; signaling hypothesis; the residual distributional model; forms of dividend; stock repurchase; distribution policy decision; stock split and stock dividend.

Unit 9: Working Capital Management

LH 6

The cash conversion cycle; alternative net working capital policies; cash management; cash management techniques; inventory; receivable management; alternative short-term financing policies and financing.

Unit 10: Seminar in Finance

LH 10

Seminar will be conducted on the contemporary issues of financial management. Key themes of the seminar will include corporate governance and social responsibility, interest rate determination by financial institutions, financial health checkup of companies, investment decision practices, debate on capital structure issues, dividend decision practices, management of working capital, financial management in other forms of businesses, financial management in small business.

Text and Reference books:

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

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

Van Horne, James C. *Financial Management and Policy*. New Delhi: Prentice Hall of India.

Brealey, Richard A, Myers, Stewart C., Allen, Franklin, and Pitabas Mohanty. *Principles of Corporate Finance*. New Delhi: McGraw-Hill Education India.

Annual reports and other publications of listed companies, Nepal Stock Exchange, Nepal Securities Board, Nepal Rastra Bank.

Journals and magazines of international repute: Harvard Business Review, The Economists, Journal of Finance, Financial Management.

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 contains introduction, understanding individual behavior, perception, individual decision making and learning in organizations, personality and positive organizational behavior, motivation, job satisfaction and stress management, groups and teams in organizations, leadership, communication, conflict and organizational culture, organizational change and development.

Course Details

Unit 1: Introduction

LH 5

Concept of organizational behavior, Theoretical foundation for OB-cognitive, Environmental context of OB-globalization, diversity and ethics, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges and opportunities for OB.

Unit 2: Understanding Individual Behavior

LH 3

Behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior.

Unit 3: Perception, Individual Decision Making and Learning in Organizations

LH 5

Concept of perception, perceptual process, factors affecting perception, Perceptual sets in organizational settings, specific application of perception in organizations, the link between perception and decision making in organizations, individual differences and organizational constraints. Concept of learning, Learning theories, Factors influencing learning, Principles of learning, behavior modification.

Unit 4: Personality and Positive Organizational Behavior

LH 6

Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB. Self-efficiency, optimism, hope resiliency, psychological capital, and other positive constructs. Emotions and Moods, emotional labour, OB applications for of emotions and moods.

Unit 5: Motivation, Job Satisfaction and Stress Management**LH 6**

Work motivation theories, motivational application through job design, motivational application through goal setting, Concept and cause of job satisfied and dissatisfied employees on the workplace. Concept of work stress, sources of stress, individual differences, consequences of stress and managing stress.

Unit 6: Groups and Teams in Organizations**LH 5**

Concept of group and group dynamics, the dynamics of group formation, types of groups, The dynamics of informal groups, nature and significance of informal groups, group decision making, concept and nature of teams, Types of teams, Team processes.

Unit 7: Leadership**LH 4**

Concept, Theories of leadership-behavioural theories, contingency theories, leader-member exchange (LMX) theory and decision theory, leadership skills, contemporary issues in leadership.

Unit 8: Communication**LH 4**

Concept, Function and process, Types, Barriers to effective communication, interactive communication in organizations, current issues in communication.

Unit 9: Conflict and organizational culture**LH 5**

Concept, nature, types and sources of individual and group level conflict, Dynamics of intergroup conflict, approaches to conflict management. Functions of cultures, Creating and sustaining culture, Learning culture.

Unit 10: Organizational Change and Development**LH 5**

Concept, Forces of change, Resistance to change, Approaches to managing organizational change, creating culture for change, Concept and characteristics of organizational 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, L., *Organizational Behaviors: an Evidence-based Approach*, New Delhi: McGraw Hill.

Newstorm, J.W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw_Hill Publishing company.

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

Asathappa, K. *Organizational Behavior*. (8th Edition), New Delhi: Himalayan Publishing House.

Dwivedi, R.S. *Human Relations and Organizational Behavior: A Global Perspective*. New Delhi: Macmillan India Limited.

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

Fred, L. *Organizational Behavior*. New Delhi: McGraw Hill International.

Hellriegel, D., Slocum, J.W. and Woodman, R.W. (2001). *Organizational Behavior*. Singapore: South Western College Publishing.

Moorhead, G. and Griffin, R.W. (2000). *Organizational Behavior*. New Delhi: AITBS Publishers.

RES 511: Business Research Methodology

Credits: 3
Lecture Hours: 48

Course Objectives

The intent of the course is to provide an introduction to, and a basic grounding in, fundamental research methods as they relate to the modern practice of management and to academic research. 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.

Course Description

The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, data analysis and report writing.

Course Details

Unit 1: Introduction to the Research Process

LH 7

The concept of research; types of research; Scientific research - scientific research process, characteristics of scientific research; Emerging paradigms in research – quantitative and qualitative ; positivist, and interpretive paradigms; Relations between research approaches and research methodologies; Management research – types, value for decision making; Ethical considerations in research.

Unit 2: Beginning Stages in the Research Process

LH 10

Literature Review

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 need for research; Research and theory – deduction and induction; Contributions of research to theory building and practice.

Problem Definition

Problem definition – concept and steps in problem formulation; Research questions – concept and types.

Propositions and Hypotheses Formulation

Proposition – concept; Hypothesis - functions of hypotheses; Types – descriptive, relational, directional, explanatory and null hypotheses; Criteria of good hypothesis statement.

Unit 3: Research Designs

LH 10

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

Unit 4: Measurement, Scaling and Sampling

LH 6

Measurement and Scaling

Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in management research; Validity and reliability of measurement.

Sampling

Sampling – concept and process; Probability and non-probability sampling; Sampling and non-sampling errors.

Unit 5: Data Collection and Analysis

LH 10

Data Collection

Data and its types; Sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews; Sources of qualitative data – observation, participant observation, focus groups; e-research using Internet and Websites to collect data from individuals; Web surveys and e-mail surveys.

Data Analysis

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 – content, thematic and narrative analysis.

Unit 6: Writing Proposals and Research Reports

LH 5

Research Proposals

Topic selection; Attributes of good research topics; Functions and types of research proposals - solicited and unsolicited proposals; Structure and contents of academic and funded research proposals; Common mistakes in proposal writing.

Research Reports

Concept, process, types and procedure for writing research reports; Conventions of academic writing; Pre-writing concerns; Components of the research report; Body of the project report; Documenting sources - APA style of citation and referencing; Evaluation of research reports; Essentials of good research report.

Text Books:

Zikmund, W. G. *Business Research Methods*. Thompson, New Delhi.

Pant, Prem R. *Social Science Research and Thesis Writing*. Buddha Academic Enterprises, Kathmandu.

Reference Books:

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

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

Flick, U. *An Introduction to Qualitative Research*. Sage South Asia Edition, New Delhi.

MKT 511: Strategic Marketing Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to familiarize student to all aspects of strategic marketing management, including situational analysis, strategic market segmentation and planning, competitive analysis for structural awareness, formulating and implementing strategic marketing programme, e-commerce and evaluating and controlling the strategic marketing plan.

Course Description

This course helps students better understand customer preferences, link that knowledge to designing appropriate products and services for selected customers, and determine appropriate methods to communicate, to capture, and to deliver value. The course contains introduction to strategic marketing management, situation analysis, strategic market segmentations and market planning, competitive analysis for structural attractiveness, formulation and implementation of strategic management program, marketing through E-commerce/ Internet and evaluating and controlling marketing strategic plan.

Course Details

Unit 1: Introduction

LH 4

- Strategic Marketing: Concept, Features and Reasons of Strategic Marketing;
- Business Strategy and Strategic Marketing;
- Business Ethics and Strategic Marketing;
- Strategic Marketing Decision: Marketing Planning, Implementing the Marketing Program and Controlling the Marketing Plan;

Unit 2: Situational Analysis

LH 3

- Scope of Situational Analysis: Organizational/Internal and External Analysis;
- Scanning the Environment;
- SWOT Analysis;

Unit 3: Strategic Market Segmentation& Market Planning

LH 8

- Customer Value and Satisfaction;
- Market Research for Identifying Customers;

- Process of Market Segmentation;
- Identifying and Selecting Market Segmentation Strategies;
- Developing Positioning Strategies;
- Developing Strategic Market Planning: Managerial framework and Marketing objectives and performance;

Unit 4: Competitive Analysis for Structural Attractiveness:

LH 5

- Concept and Types of Competition;
- Key Competitor Analysis;
- Analyzing and Creating Competitive Advantage (Michael Porter's Approach);
- Strategic Response to Competition;

Unit 5: Formulating and Implementing Strategic Marketing Programme:

LH 16

- Introduction;

Product and Brand Decision:

- Product and Branding Challenges in 21st Century;
- Identifying the Reasons for Product Failure in the Market;
- New Product Development & Analyzing New Product Adoption Trend;
- Analyzing Product-life-cycle and Product-life-cycle Strategies
- Identifying the Sources of Brand Equity and Building Competitive Brand;
- Identifying Marketing Entities for Brand Building;
- Brand Extension and Sustainability;
- Service Product and Strategies;

Pricing Decision:

- Strategic Role of Price and Analyzing the Pricing Situation;
- Initiating Price Changes on the basis of Consumers' Responses, Competitors' reactions and changes of cost of production;
- Pricing Strategies in Market-Driven Environment;
- Selecting the Pricing Policies and Strategies

Channels of Distribution Decision:

- Strategic Role of Distributors;
- Channel of Distribution Strategy;
- Selecting and Managing the Distribution Channel;

Marketing Communication Decision:

- Strategic Role of Promotion in Marketing;
- Promotion Mix Strategies;
- Selecting the Marketing Communication Mix;
- Strategic Role of Integrated Marketing Communication;
- Marketing Communication Strategy;

Unit 6: Marketing Through E-Commerce/Internet:

LH 6

- Growing Popularity of E-commerce/Internet Marketing;
- The Five Ps of Internet Marketing – Product, Price, Place, Promotion and People;
- Identifying Products and customers through Search Engines;
- Planning and Creating Websites for Business Opportunities;
- Use of E-mails and social media in Creating Business;

Unit 7: Evaluating and Controlling the Strategic Marketing Plan:

LH 6

- Essence of Evaluation and Control of Marketing Plan;
- Concept and Methods of Evaluation and Marketing Control;
- Process of Marketing Control;
- Types of Strategic Marketing Control;
- Strategic Marketing Practices in Nepal;

Text and Reference Books:

Aaker, David. *Strategic Market Management*. John Wiley & Sons, Singapore.

Bradley, Frank. *Strategic Marketing: in the Customer Driven Organization*. John Wiley & Sons Ltd., England.

Cravens and Piercy *Strategic Marketing*. TATA McGraw Hill, New Delhi.

Douglas West, John Ford and Essan Ibrahim. *Oxford Strategic Marketing: Creating Competitive Advantage*, Oxford University Press, Indian Edition, 2009.

Kotler, Keller, Koshy and Jha. *Marketing Management: A South Asian Perspective*. Pearson/Prentice Hall of India.

MGT 514: Human Resource Management

Credits: 3

Lecture Hours: 48

Course Objectives

The main objective of this course to provide students with the principles and practice of human resource management. This course provides an overview of the HRM on an organization. The course contains: Introduction to HRM, Job Design and Analysis, Human Resource Planning, Recruitment, Selection and Socialization, Human resource Development, Career planning, Performance Evaluation Compensation Management and Labour Relations.

Course Description

This course contains introduction to HRM, job design and analysis, human resource planning (HRP), recruitment, selection and socialization, human resource development – and training and development, career planning, performance evaluation and compensation management, labour relations and collective bargaining.

Course Details

Unit 1: Introduction to HRM

LH 7

Concept, Development in HRM Concepts, HRM Environment, HR challenges, Characteristics of HRM, Personnel Management Vs. HRM, Strategic HRM, HRM and corporate performance, globalization and HR policy, Human Resource Management in Nepal.

Unit 2: Job Design and Analysis

LH 7

Concept of Job Design, Approaches, Impact of Job Design, Autonomous work group, Concept of Job Analysis, Purposes of Job Analysis, Methods for collecting Job Analysis Information, Job Analysis Techniques, Writing Job Descriptions and Specification.

Unit 3: Human Resource Planning (HRP)

LH 6

Concept, HRP Process, Human Resource Information System, Relationship between HRP and Strategic Planning, Techniques of Forecasting HR Demand and Supply, Managing Human Resource Surplus, HRP practices in Nepalese Organizations, Talent management.

Unit 4: Recruitment, Selection and Socialization

LH 6

Concept, Methods and Sources of Recruitment, Recruitment Process, Concept of Employee Selection Process of Selection, The Selection Interview, Selection Tests, Limitations of Interview Concept and Process of Socialization, Recruitment and selection process in Nepal.

Unit 5: Human Resource Development – and Training and Development

LH 6

Concept of Human Resource Development (HRD), Need for HRD, Training and Development-Concept, Determining Training Needs, On-the-Job and Off-the-Job Training and Development Techniques, Evaluation of Training, Practices of Training in Nepalese Organizations.

Unit 6: Career Planning

LH 4

Concept, Objectives of career planning. Stages of career development Need for career planning. Individual career counseling and mentoring. Process of career planning and development, Career planning in Nepalese organizations.

Unit 7: Performance Evaluation and Compensation Management

LH 6

Concept, performance management, issues in performance management, Selection of performance evaluation criteria, performance evaluation methods, problems of performance evaluation. Compensation, Types of Compensation, Consideration for Determining Compensation, Job Evaluation Process and Methods, Employee Benefits, Types of Benefits, The Legal Environment and Pay System Governance in Nepal.

Unit 8: Labour Relations and Collective Bargaining

LH 6

Concept, Actors and process of labour relations, Unionism, Reasons for joining unions, Effects of union unionism, issues in collective bargaining, Labour disputes and grievances procedures, Contemporary issues in labour relations in Nepal, Features and provisions of Labour and Trade Union Acts .

References:

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

Armstrong, M. *A Handbook of Human Resource Management*. New Dehi: Aditya Books.

Adhikari, D.R. *Human Resource Management*. Buddha Publication.

Cascio, W. *Managing Human Resources*, McGraw-Hill.

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

Labour Act and Trade Union Act of Nepal.

OPM 511: Operations and Supply Chain Management

Credit s: 3

Lecture Hours: 48

Course Objectives

The course aims to develop knowledge of students in Supply Chain Management (SCM) of product, services and information.

Course Description

This course contains strategic framework of supply chain management, designing the supply chain network, new product design, planning demand and supply in supply chain management, logistics operations management in supply chain, cross-functional management in supply chain.

Course Details

Unit 1: Strategic Framework of Supply Chain Management

LH 6

- Introduction of SCM, Objective of SC and its importance in Decision Making, Decision Phases of SCM, Process view of SCM.
- Competitive and Supply Chain strategies.

Unit 2: Designing the Supply Chain Network

LH 10

- Role of Distribution in Supply Chain, Factors affecting Distribution Network Design, e-Business and the Distribution Network.
- Role of Network Design in Supply Chain, Factors affecting network Design Decisions, The role of IT in Network Design.
- Network Design under Uncertainty.

Unit 3: New Product Design, Planning Demand and Supply in Supply Chain Management LH 14

- New Product Development and Design
- Demand Forecasting in Supply Chain, Basic Approaches to Demand Forecasting, Time-series Forecasting, Forecasting Error, Role of IT in Forecasting
- Aggregate Planning in Supply Chain, Role of IT in Aggregate Planning
- Managing Supply and Demand in Supply Chain

Unit 4: Logistics Operations Management in Supply Chain

LH 12

- Managing Inventory in Supply Chain
- Transportation Infrastructure and Policies
- Warehousing

- Materials Management

Unit 5: Cross-Functional Management in Supply Chain

LH 6

- Sourcing Decisions in a Supply Chain
- Pricing and Revenue Management in Supply Chain
- Role of Information Technology in Supply Chain
- Coordination in Supply Chain

References:

Chopra, Sunil and Meindl, Peter. *Supply Chain Management: Strategy, Planning & Operation*. Pearson Education, Third edition, 2007.

Stanley E. Fawcett, Lisa M. Ellram and Jeffrey A. Ogden. *Supply Chain Management: From Vision to Implementation*. Pearson Education, First Edition, 2008.

Donald J. Bowersox, David J. Closs and M. Bixby Cooper, *Supply Chain Management*. The McGraw Hill Cos., Second Edition, 2008.

Donald J. Bowersox and David J. Closs. *Logistical Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 17th Edition, 2008.

Bajracharya, S.K.. *Logistic Management: Definition, Dimension, and Functional Application*. S. Chand & Co. Ltd., Second Edition, 2008.

ECO 512: Global Economy and International Business

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to help learn the basic concepts, principles, procedures, and practices in international business and provide students with an understanding of the environments in which it is conducted and the institutions that oversee or otherwise play a role in international business activities. It is designed to give students information on international business and current trend of business taking place worldwide in general and particularly in South Asia and Nepal.

Course Description

This course contains introduction and overview, dynamics of international business environment, global market and institutions affecting international business, international trade and investment, political economy of international trade, international financial / monetary system, national differences in political economy, global human resource management, strategies for international business promotion, globalization and Nepalese business.

Course Details

Unit 1: Introduction and Overview

LH 8

International Business in the age of globalization, Current Global Economy and its effect on International Business, Globalization: Concept, The changing demographics of global business, Emergence, Drivers and Process of Globalization, Regional Economic Integration, Opportunities and Challenges of Globalization, The global economy of the twenty-first century, and the globalization debate.

Unit 2: Dynamics of International Business Environment

LH 5

Economic environment, Political economy and legal system, the role of Culture in international business.

Unit 3: Global Market and Institutions affecting International Business

LH 5

The Troika (World Bank: International Finance Corporation, International Monetary Fund (IMF), World Trade Organization (WTO), Major provisions and agreements (GATT, GATS and TRIPS), Role in international trade/business promotion, Regional Trade Integration.

Unit 4: International Trade and Investment: Concept, Theories and Policies

LH 5

Review of International Trade Theory, Foreign Direct Investment (FDI) and FPI, Multinational Companies.

Unit 5: Political Economy of International Trade **LH 3**

The case of government intervention, instrument of trade policy, revised case of free trade, controlling unfair trade practices.

Unit 6: International Financial / Monetary System **LH 3**

Global Monetary System, Foreign Exchange Market, Determinants of Exchange Rates.

Unit 7: National Differences in Political Economy **LH 6**

Introduction, Political systems, Economic systems, Legal systems, Determinants of Economic Development, Political economy and economic progress, states in transition, Implication of Changing Political Economy.

Unit 8: Global Human Resource Management **LH 3**

Concept, The strategic role of International HRM, Managing Expatriate Cross Cultural HR Management, Management Development and Strategy,

Unit 9: Strategies for International Business Promotion **LH 3**

The Strategy of International Business, Entering Foreign Markets Entry and promotion policies, Global strategies of Multinational Enterprises (MNEs).

Unit 10: Globalization and Nepalese Business **LH 7**

Nepal and WTO: Opportunities and Challenges for Nepalese Business, Regional Trading Blocs (SAFTA and BIMST EC) and Nepalese Business, Bi-lateral Trade and Investment Agreements and their implications for Nepalese Business, Nepalese Trade and Investment Policies and FITTA, 1992.

References:

Hill Charles WL & Jain Arun K. (Latest edition). *International Business: Competing in the Global Marketplace*. New Delhi: TATA McGraw-Hill.

Daniels, J., Radebaugh, L., & Sullivan, D. and et. al (2011). *International Business: Environments and Operations*. New Delhi: Pearson Education Inc.

Cavusgil, S. Tamer and et. al (2009). *International Business: Strategy, Management, and the New Realities*. New Delhi: Pearson Education Inc.

Hill, Charles WL (2008). *Global Business Today*. New York: McGraw Hill International.

- Ball, Donald and et. al. (2013). *International Business: The Challenges of Competition*. New York: McGraw Hill Publications.
- Griffin, Ricky W., and Pustay, Michael W. (Latest Edition). *International Business*. New Jersey: Pearson Prentice Hall.
- Bhagwati, Jagdish (2004). *In Defense of Globalization*. Oxford University Press, New Delhi.
- Collier Paul (2007). *The Bottom Billion*. Oxford University Press.
- MoICS (2004). *Nepal: Trade and Competitiveness Study*. Ministry of Industry, Commerce and Supplies, Government of Nepal.
- MoI (2010). *Nepal Trade Integration Strategy (NTIS)*.
- Stiglitz Joseph (2006). *Making Globalization Work*. Allen lane and Imprint of Penguin Books.
- Stiglitz Joseph (2002). *Globalization and its Discontents*. Penguin Books.
- Friedmand, Thomas. *The Lexus and the Olive Tree*.
- Friedmand, Thomas. *The World is Flat*.
- World Trade Organization. *Annual Report*.
- United Nationsl Conference for Trade and Development (UNCTAD). *Annual Report*.
- UNDP (2006). *Asia Pacific Human Development Report 2006*. Trade on Human Terms: Transforming Trade for Human Development in Asia and the Pacific, Macmillan India Ltd.
- UNDP (2005). *Human Development Report 2005*. International Cooperation at Crossroads: Aid, Trade and Security in an Unequal World, Oxford University Press.
- UNDP (2003). *Making Global Trade Work for People*. Earthscan Publications Ltd.
- World Bank (2009). *World Development Report 2009*. (Reshaping Economic Geography). The World Bank, Washington DC.
- Harvard Business School Press. *Harvard Business Review*.
- Mansback, Richard W. and et al. (2014). *Introduction to Global Politics*. New Delhi: Rutledge Taylor and Francis Group.
- Lemert, Charles and et al. (eds) (2013). *Globalization: A Reader*. New Delhi: Rutledge Tayllor and Francis Group.
- MIT Sloan School of Management. *Sloan Business Review*.

MGT 513: Business Environment and Corporate Governance

Credits: 3

Lecture Hours: 48

Course Objectives

The purpose of this course is to develop an understanding of the external, economy-wide factors that affect the performance and management of business firms. It examines the relationship between business organizations, their functional areas, and the environments – economic, social, political, regulatory, global, and technological - that affect them. Students are provided with frameworks and skills to anticipate and address these environmental challenges, both to recognize business opportunities and to mitigate business risks, and to execute on these strategies.

Course Description

The main topics covered in the course are: the business-environment interaction, analysis of the economic, political, social, cultural, legal, global and technological environments and their effects on Nepalese business, economic policies and reforms, and corporate governance. Globalization and regional economic integration, foreign direct investment, and the impact of international institutions and organizations like WTO on Nepalese business will also be discussed.

Course Details

Unit: Introduction

LH 6

Conceptualizing the environment of business; Business system and its environment; Classification and components of business environment; Environmental analysis -process and techniques; Business environment analysis for strategic management.

Unit 2: Economic Environment

LH 10

Economic structure and dimensions; Poverty situation in Nepal; Nepal's foreign trade - structure and related issues; Labour market and foreign employment - trends and issues; An overview of Nepal's current development plan - its objectives, targets and strategies applicable to business and industrial sectors; Nepalese economic policies and reforms – industrial, privatization, trade, and tourism policies; Current monetary policy; Economic policy reforms in Nepal; Agriculture and industrial sectors - features and issues in Nepalese agricultural sector; Nepal's industrial sector – performance and constraints; Emerging business environment in Nepal.

Unit 3: Political Environment**LH 5**

Nepal's political system, its nature, features and significance for business; Political structure; Political parties, Issues in government-business relations; Government's role in business; Political stability issues; Political risk factors and their analysis.

Unit 4: Regulatory Framework and Corporate Governance**LH 9**

Constitutional framework; Directive principles and fundamental rights; Business legislation in Nepal - Companies Act, 2006; Finance and investment legislation - Foreign Investment and Technology Transfer Act, 1992; Industrial Enterprise Act, 1992; Labor Act, 1992; Trade Union Act, 1992; Patent Design and Trade Mark Act, 1965; Copyright Act, 2002; Intellectual property rights; Consumer protection legislation; Corporate Governance - concept, scope, principles and significance of corporate governance; Corporate risk assessment; Issues and challenges for good corporate governance in Nepal; Impact of governance on business, society and the Nepalese economy.

Unit 5: Socio-Cultural Environment**LH 6**

Concept of socio-cultural environment; Demographic characteristics - population, its density and distribution; Changes in population and age composition; Education level; Social organizations; Class structure and classification; Changing lifestyle patterns; Family structures and changes; Emerging socio-cultural changes in Nepal.

Unit 6: Environment, Energy and Technology**LH 6**

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

Unit 7: Global Environment**LH 6**

Globalization - concepts and forms; A brief overview of the regional economic groupings such as SAPTA, SAFTA and BIMSTEC; Economic reforms in South Asia; Foreign direct investment in Nepal; World Trade Organization (WTO) – objectives, structure, principles, agreements and most favored nation treatment; Benefits of the WTO trading system; Nepal's membership and commitments - opportunities and threats for Nepalese business.

Basic Books

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.

References

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

Tricker, B. *Corporate Governance: Principles, Policies and Practices*. Oxford University Press, New Delhi.

Wetherly, P. and Otter, D. *The Business Environment: Themes and Issues*. Oxford University Press, New Delhi.

Harrison, A. *Business Environment in a Global Context*. Oxford University Press, New Delhi.

Relevant Nepalese laws, regulations and cases.

MGT 516: Strategic Management and Leadership

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to familiarize the students with the concepts of strategic management and the role of leadership in strategic decision making. The course intends to provide a systematic and effective approach for developing a clear strategic plan and its implementation. An examination of the role of the leader as a change agent and processes associated with strategic vision and change will be made. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

Course Description

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition. 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.

Course Details

Unit1: Introduction to Strategic management and Leadership

LH 3

Concept, nature and value of strategic management; The strategic management Process - components of the strategic management model; Role of leadership in strategic management and change.

Unit 2: Company Vision and Mission

LH 3

Concept and importance of vision and mission statements; Characteristics of mission statement; Mission statement components; Writing and evaluating mission statements; Strategic intent.

Unit 3: Industry Analysis

LH 9

Industry and competitive analysis; Porter's five forces model; Strategic group mapping; Monitoring competition.

Unit 4: Internal Analysis

LH 5

SWOT analysis; Competitive advantage via customer value; Internal analysis approaches - value chain; functional approach; and Resource based view (RBV); Benchmarking; Internal Factor Evaluation (IFE) matrix.

Unit 5: Strategic Options and Choice Techniques

LH 10

Porter's five generic strategies; Grand Strategies (concentration, market development, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divesture, liquidation, bankruptcy, joint venture, and strategic alliance); The balanced scorecard; Corporate level analytical tools - BCG and GE nine

cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

Unit 6: Strategic Leadership

LH 7

Concept of strategic leadership; Clarifying strategic intent; Building an organization; Shaping organizational change; Developing talented operational leadership; Matching existing organizational structure, leadership, and organizational culture with newly chosen strategy.

Unit 7: Implementation Phase

LH 5

Functional plan - finance, marketing, HR, R & D, production operations, MIS, and general management work plan; Outsourcing functional activities; Empowerment of operating personnel and the role of policies.

Unit 8: Strategic Evaluation and Control

LH 6

Concept of control in strategic management; Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, implementation control, and special alert; Total quality control; Problems of measuring performance; Guidelines for proper control; Strategic audit to evaluate and control performance.

Basic Texts

Pearce, J. A., Robinson, R. B. and Mital, *Strategic Management: Formulation, Implementation, and Control*, Tata McGraw Hill, New Delhi.

Hitt, M. A., Ireland, R. D., Hoskisson, R. E. and Manikuttu, S. *Strategic Management: A South-Asian Perspective*. Cengage Learning, New Delhi.

References

Dess, G. G., Lumpkin, G. T. and Eisner, A. B. *Strategic Management: Text and Cases*. Tata McGraw Hill, New Delhi.

Thomson, A., and Strickland, *Strategic Management*, Tata McGraw Hill, New Delhi.

David, Fred R., *Strategic Management: concept and cases*, Prentice Hall of India, New Delhi.

Relevant journals, periodicals and cases.

FIN 512: Financial System in Nepal

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to enable students to understand how different components of financial system function and how they are managed in Nepal. The course also aims to familiarize students with emerging issues in financial system of Nepal and enable them to critically analyze these issues.

Course Description

The major topics covered in this course are: Introduction to financial system, the money market, stock market, debt market, derivative market, banks and financial institutions, insurance companies, mutual fund and pension fund, other financial service companies, stability of financial system.

Course Details

Unit 1: The Financial System:

LH 4

Formal and informal financial sector, Components of the formal financial system, Financial institutions, Financial markets, Financial instruments, Financial services, Interaction among financial components, Functions of a financial system.

Unit 2: The Money Market:

LH 5

Nepalese money market, Role of NRB in money market, Money market instruments in Nepal: Treasury bills-feature, types, importance, Participants in the T-bill market, sale of T-bills, implicit yield, Commercial bills, Certificate of deposits, Call money market, Money market derivatives.

Unit 3: Capital Market:

LH 10

Evolution of Nepalese stock market, Primary markets – role of investment banker, pricing of primary securities, public issue, private placement and right issue, Regulatory provisions on primary issues; Secondary market – functions and types, Organization, Management and membership of Nepal Stock Exchange, listing and trading rules, Stock market index, OTC market, Stock market regulation and Nepal Securities Board. Debt Market: Government and corporate debt securities market, innovations in debt market securities. Derivative Market: Development and current status, Regulations of derivative market, Problems and prospects.

Unit 4: Banks and Financial Institutions:

LH 6

Incorporation, Major functions, Regulation and supervision of banks and financial institutions by NRB, financial sector reforms, Governance issues and challenges.

Unit 5: Insurance Companies:

LH 4

Incorporation, Types of insurance companies, Major functions, Regulation and supervision of insurance companies by Nepal Insurance Board, Governance issues and challenges.

Unit 6: Mutual Fund, Pension Fund and other Financial Service Companies:

LH 6

Incorporation, Types of mutual companies, Major functions, Regulation and supervision of mutual fund companies by Nepal Securities Board, Prospects and challenges, Role of pension

fund companies and their prospect. Incorporation and functions of Merchant Banks, Credit rating agency, Deposit and Credit Guarantee Corporation, Credit Information Bureau.

Unit 7: The Stability of Financial System:

LH 5

Liquidity crisis, Factors that affect stability, Private solutions for bank runs and banking panics, Government solution for bank runs and banking panic, Solutions for market crashes.

Unit 8: Project Report/ Seminar in Nepalese Financial System

LH 8

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The key theme should be relevant to treasury management in banks. The instructor will provide the rubrics of the project work and the students will prepare and present the report in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight.

References

Pathak, B., Indian Financial System: Market, Institution and Services, Pearson Education India.
Kohn, Meir, Financial Institutions and Markets, Delhi: TataMcGraw-Hill.
M. Y. Khan, Financial System in India: Delhi: McGraw Hill Education India.
Publications of Nepal Rastra Bank, Nepal Securities Board, Beema Samati, Nepal Stock Exchange.
Regulations governing the respective markets and institutions.

FIN 513: Investment Analysis and Portfolio Management

(concentration)

Credits:

3

Lecture Hours: 48

Course Objective

The objective of this course is to provide the students with an understanding of the concepts and principles of investment analysis and portfolio management together with a knowledge of the analytical techniques so developing skills in their application required for appraisal of securities and management of investible funds from the view point of the investors – individual as well as institutions particularly in the context of Nepal.

Course Description

This course provides a broad overview of investment analysis and portfolio management that includes investment setting and investment alternatives, organization and functioning of securities markets, market indexes, portfolio theory and assets pricing theory, economic, industry, and company analysis, and derivative markets and securities. The course also offers an opportunity to enhance students' independent/group learning through project work/ seminar.

Course Details

Unit 1: Investment Setting:

LH 4

Concept of investment, Risk and return relationship, Investment alternatives.

Unit 2: Organization and Functioning of Securities Market and Market Index

LH 8

Financial market, primary market, secondary market, exchanges and OTC market, Securities market in Nepal, Institutional arrangement and regulatory framework. Use of security market indexes, Stock market indexes, Bond market indexes, Comparison of indexes.

Unit 3: Portfolio Theory, Assets Pricing and Efficient Capital Markets

LH 10

Markowitz portfolio theory and selection of optimal portfolio, Capital market theory, Assets pricing models – capital asset pricing model and arbitrage model. Alternative efficient hypothesis, Tests and their implications.

Unit 4: Macro analysis and the Stock Market:

LH 4

Component of market analysis, Macro market analysis, Micro valuation analysis, valuation using earning multiplier.

Unit 5: Industry Analysis:

LH 4

Need of industry analysis, Business cycle and industry sectors, evaluating the industry life cycle, analysis of industry competition, industry analysis using the relative valuation approach.

Unit 6: Company Analysis:

LH 5

Company analysis versus stock valuation, Economic, industry and structural links to company analysis, company analysis, Estimating company per share and multipliers, Additional measures of relative value.

Unit 7: Derivative Markets and Securities:**LH 5**

Overview of derivative markets, investing with derivative securities, Relationship between forward and option contracts, Use of derivatives in portfolio management, overview of option markets and contract, fundamentals of option valuation.

Unit 8: Project Work/ Seminar:**LH 8**

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The instructor will provide the rubrics of the project work/ seminar and the students will prepare and present in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight

Part 6: Test Books and References**Basic text-books:**

Frank K Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, South-Western Cengage Learning.

Bodie, Ziv, Alex Kane, Marcus, Alan J. and Mohanty, Pitabas. *Investments*, New Delhi: Tata McGraw Hill Education Private Limited

References:

Sharpe, William F., Alexander, Gordon J. and Belly, Jeffery W. *Investments*, New Delhi: Prentice Hall of India. Annual Reports of Nepal Securities Board and Nepal Stock Exchange.

FIN 514: Financial Institutions and Markets

(concentration)

Full Marks: 100
Pass Marks: 55

Credits: 3
Lecture Hours: 48

Course Objective

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

Course Description

This course provides an overview of the financial markets and institutions with a special emphasis on financial markets, theories on interest, central bank, monetary policy and interest rates, capital markets, money markets and capital and money market instruments, commercial banking industry, regulation of financial markets and institutions in the context of Nepal and contemporary issues of financial markets and institutions.

Course Details

Unit 1: Introduction:

LH4

Overview of the financial markets: primary markets versus secondary markets, money markets versus capital markets, foreign exchange markets, derivative security markets, financial market regulation; Overview of financial institutions: types of financial institutions, economic functions performed by financial institutions and globalization of financial markets and institutions.

Unit 2: Determination of Interest Rates:

LH 4

Loanable funds theory, Determinants of interest rates for individual securities: inflation, real interest rates, default risk, liquidity risk, special provisions, term to maturity; term structure of interest rates: unbiased expectations theory, liquidity premium theory, market segmentation theory; and forecasting interest rate.

Unit 3: The Central Bank, Monetary Policy, and Interest Rates

LH 5

The central bank, the money supply and interest rates, monetary tools: open market operations, the discount rate, reserve requirements; effects of monetary tools on various economic variables, money supply versus interest rate targeting; international monetary policy and strategy; central bank and monetary tools in Nepal.

Unit 4: Money Markets

LH 5

Nature & concept of money market: money market securities: treasury bills, federal funds, repurchase agreements, commercial paper, negotiable certificate of deposit, bankers' acceptance; money market participants, yield on money market securities: bond equivalent yields, effective annual return, discount yields, single payment yields; and international aspects of money markets.

Unit 5: Capital Markets**LH 6**

Bond market: treasury notes and bonds, STRIPs, municipal bonds, corporate bonds; primary mortgage market: characteristics, and amortization; secondary mortgage markets: concept of securitization and mortgage-backed securities; primary and secondary stock markets: primary stock markets, secondary stock markets, stock market indexes; NEPSE, and stock market regulation in Nepal.

Unit 6: Commercial Banking Industry:**LH 5**

Financial statements: balance sheet and income statement; off-balance sheet activities; financial performance analysis, regulation of commercial banks including NRB directives with reference to Basel II and III.

Unit 7: Other Lending Institutions**LH 4**

Saving institutions: size, structure and composition of the industry, financial statements, and regulators; Credit unions: size, structure and composition of the industry, financial statements, and regulators; and Finance companies: size, structure and composition of the industry, financial statements, and regulators.

Unit 8: Insurance Industry**LH 7**

Life Insurance companies: types of policies, and financial statements; property-casualty insurance companies: types of policies and financial statements; and insurance industry in Nepal: types, size, structure and composition, act and regulation, and regulatory body of industry.

Unit 9: Securities Firms and Investment Banks**LH 4**

Securities firm and investment bank activity areas; financial statements; Securities firm and investment banks in Nepal: size, structure and composition, regulation and regulatory body.

Unit 10: Mutual Funds and Pension Funds**LH 4**

Mutual funds: Types, mutual funds returns and costs, mutual funds regulation in Nepal; pension funds: size, structure, and composition of the industry, practices in Nepal.

Textbooks

Saunders, Anthony and Marcia Million Cornett. *Financial Markets and Institutions*. Special Indian Edition, New Delhi: McGraw-Hill Education (India) Private Limited.

Madura, J. *Financial Markets and Institutions*. New Jersey: Thomson South-Western.

References

Mishkin, F.S. *Financial Markets and Institutions*. New York: Harper Collins College Publishers.

Rose, P.S. and Marquis, M.H. Money and Capital Markets, **Financial Institutions and Instruments in a Global Marketplace**. New York: McGraw-Hill Irwin.

Nepal Rastra Bank Act, 2006 and www.nrb.org.np

Bank and Financial Institutions Act
Nepal Rastra Bank Directives
Basel II and Basel III
Insurance Act and Regulation
Annual Report of Beema Samittee
Securities Act 2063
Annual Report of SEBON

In-semester evaluation: 50%
End-semester evaluation: 50%

FIN 518: Treasury Management

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to enable students to appreciate the significance of concepts, theories and practice of treasury management in banks and to make them acquainted with analytical and problem solving skills that apply in the management of treasury in banks and financial institutions. The course also aims to familiarize students with practice and emerging issues in treasury management.

Course Description

The major topics covered in this course are: Introduction to treasury management, cash transfer, forecasting and concentration, Risk management for changing interest rates: assets-liabilities management and duration techniques, Risk management: use of derivatives and asset-backed securities, Liquidity and reserve management, Foreign exchange risk management, Project work/ seminar on treasury management.

Course Details

Unit 1: Introduction to Treasury Management:

LH 4

Role of the treasury department, Treasury controls, Treasurer job description, Position of treasury department within the corporate structure, Front, mid and back office.

Unit 2: Cash Transfer, Forecasting and Concentration:

LH 6

Check payments, Wire transfer, ACH payments, Procurement cards, Fees for cash transfer, Cash transfer controls, Cash transfer policies, Cash transfer procedures; Cash Forecasting: Cash forecasting model, Information sources for the cash forecast, Measuring cash forecast accuracy, Cash forecasting procedure; Cash concentration: Benefits of cash concentration, Cash concentration strategies.

Unit 3: Risk Management for Changing Interest Rates:

LH 10

Assets-Liabilities Management and Duration Techniques: asset-liability management strategies, Interest rate risk, Protecting net interest margin, Duration as risk management tool, Using duration to hedge against interest rate risk, Limitation of duration gap management. Use of Derivatives and Asset-Backed Securities in risk management: uses of financial futures, options, swaps in risk management, Use of asset-backed securities, loan sales, credit standbys and credit derivatives.

Unit 4: Foreign Exchange Risk Management:

LH 6

Foreign exchange quote terminology, The nature of foreign exchange risk, Data collection for foreign exchange, Risk management, Foreign exchange hedging strategies, Foreign exchange hedge controls, Foreign exchange hedge policies, Foreign exchange hedge procedures, Hedging activities.

Unit 5: Liquidity and Reserve Management:

LH 8

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, Central bank reserve requirements, The Basel rules.

Unit 6: Treasury System:

LH 6

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, SWIFT connectivity.

Unit 7: Project Work/ Seminar on Treasury Management:

LH 8

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The key theme should be relevant to treasury management in banks. The instructor will provide the rubrics of the project work and the students will prepare and present the report in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight.

Basic text-books:

Rose, Peter S. & Hudgins, Sylvia C., *Bank Management and Financial Services*, Delhi: McGraw Hill Education.

Bragg, Steven M., *Treasury Management: The Practitioner's Guide*, New Jersey: Wiley & Sons, Inc.

References

Chaudhari, M., *Bank Assets and Liability Management: Strategy, Trading and Analysis*, Willy Publication.

Waston, Alasdair & Aitringham Ron. *Treasury Management: International Banking Operation*, Financial World Publishing.

Annual reports and other publications of Nepal Rastra Bank, Nepal Securities Board.

Journals and magazines of international repute: Journal of Banking and Credit, Harvard Business Review, The Economists.

MKT 512: Consumer Behavior

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to provide the theoretical basis for analyzing consumers' purchase behaviors and their implications in designing marketing strategies.

Course Description

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

Course Details

Unit 1: Introduction

LH 4

Concept of Consumer Behavior. Difference between Organizational buying and Consumer buying. Nature of Consumer Behavior Analysis. Application of Consumer Behavior Knowledge in Marketing Management. Use of Consumer Behavior Knowledge in Social Marketing, Public Policy, Demarketing, and Consumer Education.

Unit 2: Consumer Purchase Decision Process

LH 9

Consumer Decision Process in High-involvement and Low involvement Purchase Situations.

Problem recognition: Consumer Problem Recognition Process, Types of Consumer Problems. Results of Problem Recognition. Marketing Implications of Problem Recognition.

Information search: Types of Consumer Search Activities. Types and Sources of Information. Amount of Information. Marketing Implications of Information Search.

Evaluation: Evaluative Criteria. Reducing Range of Alternatives. Evaluating Alternatives. Marketing Implications of Consumer Evaluation.

Purchase: Store Choice Factors. Store Loyalty. In-store Purchasing Behavior. Situational Influences. Non-Store Purchasing. Brand Choice. Brand Loyalty. Impulse Buying Behavior. Marketing Interventions in Purchase Decisions.

Post purchase behavior: Consumer Satisfaction and Dissatisfaction. Consumer Complaint Behavior. Cognitive Dissonance. Product Disposition Behavior. Marketing Implications of the Post Purchase Outcomes.

Unit 3: Individual Determinants of Consumer Behavior

LH 18

Personality, Self-concept, and Lifestyle: Personality Theories – Psychoanalytical theory, Social theories and Trait theory. Applications of Personality in Marketing. Self-concept: types of self. Product image congruence. Life Style – measurement and applications.

Consumer Motivations: Nature and Role of Consumer Motives. Classification of Motives – McGuire classifications. Motive Arousal. Marketing Implications of Consumer Motivations.

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

Consumer Learning and Memory: Learning Characteristics and Elements. Types of Consumer Learning - Classical conditioning, Instrumental conditioning, and Vicarious Learning. Marketing Applications of Consumer Learning. Consumer Memory Systems: Sensory, Short-term and Long-term Memory. Information Retrieval and Forgetting. Advertising Applications of Consumer Memory.

Consumer Attitude: Attitude Characteristics and Functions. Attitude Development. Attitude Theories and Models – Congruity Theory, Balance Theory, Fishbein’s Attitude Toward the Object and Behavioral Intentions Models. Attitude Change – Low and high-involvement strategies. Persuasive Communications and Attitude Change.

Unit 4: Socio-environmental Determinants of Consumer Behavior

LH 9

Culture and Sub-culture: Characteristics of Culture. Nepalese Cultural Values and its Implications in Marketing. Cultural Dynamism in Nepal and its impact on Consumer Behavior. Sub-cultural Consumption Dynamism in Nepal.

Social class: Social Class Stratification and Characteristics. Social classes in Nepal and Consumption Behavior. Social Class’s Influence in Consumer Behavior.

Social groups: Types of Social Groups. Group Properties. Influence of Reference Group on Consumer Behavior. Influence of opinion leaders and word-of-mouth communications.

Family influences: Family Life Cycle – traditional and modern. Family Role and Power Structure. Influence of Family in Household and Individual Purchases.

Unit 5: Models of Consumer Behavior

LH 8

Traditional Models – Microeconomics, Macroeconomics, and Behavioral Economics explanations of consumer behavior.

Contemporary Models - Nicosia, Howard-Seth, EKB models.

References

- David L. Loudon and Albert J. Della Bitta, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
Del I. Hawkins, Roger J. Best and Kenneth . Coney, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
Leon G. Schiffman, *Consumer Behavior*, Prentice Hall Of India, New Delhi.
Krishna, Rajneesh, *Consumer Behavior*, Oxford University Press, New Delhi.

MKT 518: Strategic Brand Management

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students understanding and skills in developing powerful brands and managing them effectively.

Course Description

This course provides with the basic theoretical as well as practical knowledge for building, implementing, and revitalizing brands in today's competitive and market-driven business environment. The course includes

Course Details

Unit 1: Introduction

LH 4

Meaning of Brand and Branding. Branding Goals. Elements of a Brand. **The Value of Branding.** Brand Architecture. Brand Hierarchy. Branding Challenges of the 21st Century.

Unit 2: Strategic Brand Building Process

LH 4

Strategic Process for Brand Building. Brand Vision and Organization Culture. Strategic Audit. Identifying Branding Opportunities. Brand Values. Brand Identity and Image. **Positioning and USP.** Brand Personality. Brand Experience.

Unit 3: Brand Equity

LH 8

Concept of Brand Equity. Brand Equity Benefits. Measurement of Brand Equity. The Customer-based Brand Equity Model. Aaker's Model. BrandZ Model. The BrandDynamics Pyramid. Brand Asset Valuator Model. Financial Valuation of Brand Equity. Problems in Brand Valuation. Valuation Approaches. Models for Financial Valuation.

Unit 4: Brand Positioning and Values

LH 8

Brand Positioning Concept. Types of Brand Positioning. Characteristics of Strategic Brand Positioning
Brand Positioning Process. Brand Values. Value Proposition Canvas. Core Brand Values. Brand Mantra: Designing a Brand Mantra. Implementing Brand Mantra. Internal Branding: Concept and Process.

Unit 5: Brand Marketing Programs

LH 8

Concept. Brand Building Process. Brand Element Strategy: Brand Name, Logos and Symbols, Color, Shape, Typeface, Scale, Brand Characters, Slogans, Jingles and Sound Signals Packaging, Uniform Resource Locators (URLs). Brand Marketing Program: Brand Building and Dynamism in

Modern Marketing. Product Strategy: Perceived Quality and Relationship Marketing. Customer-Brand Relationship. Pricing Strategy. Channel Strategy. Communication Strategy. Role of Advertising in Brand-building. Integrated Communication Mix for Brand Building. Leveraging Secondary Associations. Brand Leverages.

Unit 6: Measurement of Brand Performance

LH 8

Concept. Qualitative Measurement Tools and Research Methods. Brand Knowledge Measurement. Brand Awareness Measurement. Metrics for Brand Awareness Measurement. Brand Image Measurement. Brand Tracking Studies. Brand Purchase Intention Measurement. Brand Loyalty Measurement. Brand Positioning Measurement. Quantitative Research Tools.

Unit 7: Brand Management Strategies

LH 8

Brand Value Chain. Designing Branding Strategies. Brand-Product Relationship (Matrix). Brand Portfolio Management. Brand Extension Strategy. Brand Management over Time: Brand Reinforcement, Brand Revitalization, Brand Retirement, Brand Rejuvenation . Managing Brands Globally.

References

Keller, K. L., *Strategic Brand Management*, Pearson Education: New Delhi.

Aaker, D. A., *Managing Brand Equity*, Free Press: New York.

Koirala, K.D. *Brand Management Strategy*, M.K. Publishers and Distributors: Kathmandu.

MKT 517: Sales and Distribution Management

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to build students understanding and skills in developing cross functional skills in sales and distribution management that will contribute to building sound marketing strategy.

Course Description

Sales and distribution functions have received very high importance in this age of rapid technological development, high emphasis on customer orientations, globalization of business, and increased competition. This course provides with the basic theoretical as well as practical knowledge for building and managing sales force, and implementing strategic process in channel management and marketing logistics. This course includes issues related to sales management that covers concept and nature of the sales job, selling skills and strategies, sales process, sales information, sales organization, sales territories and quota, and HR issues related to sales management. It covers concept and nature of the distribution function, customer oriented marketing channels, customer-oriented logistics management, and managing channel member behavior.

Course Details

Unit 1: Introduction to Sales Management

LH 6

Concept and evolution of the sales job. Nature, importance and role of sales management. Types of selling. The strategic sales management process. Selling skills and strategies – selling styles, selling skills. The selling process – pre-sale preparation, prospecting, pre-approach, approach, sales presentation, handling customer objections, closing the sale.

Unit 2: Managing Sales Information

LH 4

Forecasting market demand. Sales forecasting – process, approaches and methods. Customer relationship management. Sales force automation – tools, e-data exchange, field force automation.

Unit 3: Sales Organization

LH 6

Concept. Types of organization structure. Span of control, centralization vs. decentralization, integration and coordination. Organizational design – line, territory, management function, product, customer, combined organizational designs. Emerging organizational designs. Decision regarding the size of the sales force.

Unit 4: Sales Territory and Quota Allocation**LH 6**

Merits and demerits of sales territory. Size of territory. Allocation of territory. Designing a sales territory. Importance of sales quota. Principles and procedures of setting sales quota. Types of sales quota. Methods of determining sales quota. Problems in sales quota.

Unit 5: Human Resource Management of Sales Force**LH 8**

Recruitment – hiring process, selection process, and recruitment planning. Training – objectives and challenges, role of a trainer, training process and methods. Motivation – nature and importance of sales force motivation, designing a motivation program. Compensation – objectives of a sales compensation plan, types of compensation plan, trends in compensation management. Control – need and approaches to sales control.

Unit 6: Introduction to Channel Management**LH 4**

Need and functions of the channel systems. Value enhancement through distribution function. Channel strategy components – distribution objective, channel activity, and policy formulation.

Unit 7: Customer-oriented Marketing Channels**LH 4**

Concept. Designing customer-oriented channel - capturing customer requirements, conceiving the channel flows, cost analysis, designing the ideal channel, channel design factors (effectiveness, efficiency, equity, scalability, and flexibility). The channel establishment plan.

Unit 8: Customer-oriented Logistics Management**LH 4**

Concept and objectives of logistics. Logistics planning – facilities, inventory management, transportation, and supply chain management.

Unit 9: Managing Channel Member Behavior**LH 6**

Concept. Channel relationships. Channel control. Channel power. Channel positioning. Channel influence strategies. Channel conflict – causes of conflict and conflict management models.

References

Sahadev, S. and Panda, T.K., *Sales and Distribution Management*, Oxford Printing Press, New Delhi, India.

Still, R.R., Cundiff E.W. and Govoni, N.A.P., *Sales Management*, Prentice Hall India, New Delhi, India.

Mallik, P.K., *Sales Management*, Oxford University Press, New Delhi, India.

MKT 514: Services Marketing

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students understanding and skills in strategically managing services which includes typical challenges in the modern business world.

Course Description

Services present special challenges that need a different strategy than managing of other marketing entities. Service marketing is practiced not only by firms selling services but also by firms selling goods with many accompanying services. Its importance and relevance has grown phenomenally in the last two decades. Realizing the importance of this dimension, this course includes the major strategic aspects involved in marketing of services. This course includes issues related to service marketing and covers topics such as service marketing fundamentals, managing the service mix – product, place, price, promotions, process, people and physical evidence, customers perception of the services, customer expectations, service failure and recovery, use of technology in services, and managing quality and excellence in services.

Course Details

Unit 1: Introduction

LH 8

Nature of services. Relevance of service marketing. Characteristics of services and strategic implications. Classification of services and strategic implications. The service marketing mix components. Growth and challenges of the service sector in Nepal.

Unit 2: Customer Expectations of Service

LH 6

Concept. Types of service expectations. Levels of expectations and zone of tolerance. Desired and adequate service expectations. Expectations management.

Unit 3: Customer Perceptions of Service

LH 8

Concept and dimensions. Customer satisfaction determinants. Service quality dimensions. Service encounter management. The Gaps model of service quality. Strategy for closing the service gaps.

Unit 4: Service Failure and Recovery

LH 4

Causes of service failures. Service system failure. Service recovery strategy. Service guarantees.

Unit 5: Managing the Service Mix

LH 22

Product: Service marketing research program; Relationship marketing; Quality marketing.

Place: Use of service intermediaries; Direct marketing; Franchising; Use of electronic channels.

Price: Non-monetary costs and service quality; Approaches to pricing of services; Pricing and value definitions.

Promotions: Integrated Service marketing communications; matching service promises with delivery.

Process: The service process; Service blueprinting; Managing service supply and demand; Customers' role in service delivery; Use of technology in service process.

Physical evidences: Concept and types of evidences; Servicescapes - types and strategic roles.

People: Employees' roles in service delivery; The service culture; The service triangle; Service profit chain.

References

Zeithamal, V.A., Bitner, M.J., Gremler, D. and Pandit, A., *Services Marketing*, Tata McGraw Hill, New Delhi, India.

Lauhari V. and Dutta, K., *Services*, Oxford University Press, New Delhi, India.

Lovelock, C. , *Services Marketing*, Pearson Education, New Delhi, India.

Bhattacharjee, C., *Services Marketing*, Excel Books, New Delhi, India.

MKT 513: Advertising and Sales Promotions

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students' skills in analyzing the promotion environment and creating, releasing, and evaluating advertisements and sales promotions in a competitive business environment.

Course Description

Advertisements are omnipresent and are used to market a variety of entities. It is equally used to sell products, services, ideas, organizations and people through mass communications. Sales promotions are targeted at short-term sales goals. Both tools are strong in terms of their goals and strategic importance. This course includes topics that cover the integrated marketing communications perspectives of promotions, determination of promotional objectives and budget, creative strategy in advertisement development, media planning and selection, sales promotion tools and strategies, and measurement of the effectiveness of the promotional campaigns.

Course details

Unit 1: Introduction

Concept, evolution and importance of integrated marketing communications (IMC). Promotion mix. Promotion management. IMC planning process. Role of ad agencies in the IMC. The Communication Process - nature of communication. Basic model of communication. The response process – response hierarchies. Evaluation of source, message and channel factors.

Unit 2: Establishing Communications goals and Budget

Determination of communication objectives – Sales-oriented and communication-oriented objectives. DAGMAR approach. Promotional budget allocation – establishing the budget, budgeting approaches, and budget allocation methods.

Unit 3: Creative Strategy in Advertising

Importance of creativity. The creative process – account planning, visualization process, advertising campaigns, copy platforms, major selling ideas. Creative strategy – Ad appeals and execution frameworks. Creative tactics for print and television advertising.

Unit 4: Media Planning and Strategy

Concept and importance of media planning. Developing the media plan – the planning process. Evaluation of Print media – Newspapers, Magazines. Evaluation of broadcast media. Buying television time. Radio media features and use. Support media – outdoor media, in-store media, mobile advertising, ambience advertising, product placement in movies.

Unit 5: Sales Promotions

Scope and role of sales promotions. Growth in sales promotions. Consumer-oriented sales promotions. Trade-oriented sales promotions. Coordinating sales promotion with advertising. Abuse of sales promotions.

Unit 6: Measurement of Promotion Effectiveness

Reasons to measure effectiveness. Research to measure advertising effectiveness. Advertising effectiveness testing – pre and post tests. Measuring total effectiveness (DAGMAR and PACT approaches). Measuring effectiveness of sales promotional tools.

Unit 7: Advertising Ethics and Social Concerns.

Promotion ethics. Social and ethical criticisms of advertising. Economic ethics of advertising. Self-regulation.

References

Belch, G.E. and Belch M.A., *Advertising and Promotion*, Tata McGraw Hill, New Delhi, India
Kazmi SHH and Batra, S.K., *Advertisng and Sales Promotion*, Excel Books, New Delhi, India.
Jethwaney J. and Jain S. , *Advertising Management*, Oxford University Press, New Delhi, India.

MKT 515: E-Marketing

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students' skills in analyzing the e-marketing environment and designing e-marketing plan and strategies.

Course Description

The emergence of the internet has opened new opportunities to design business models that deliver customer satisfaction through the use of the information superhighway. This course is designed for the students to understand the managerial perspectives of the e-business so that they can develop entrepreneurial attitude to undertake e-marketing as a business venture. This course includes issues such as the concept and development of the e-marketing, strategic e-marketing, e-marketing planning, e-marketing environment, e-marketing strategy formulation, e-marketing mix management, use of social media for marketing and customer relationship management. .

Course Details

Unit 1: Introduction

LH 6

The e-marketing landscape – concept and development of Web 1.0 (past), Web 2.0 (present), and Web 3.0 (future) platforms. Strategic e-marketing – from strategy to strategy and from business models to e-business models. The varieties of e-business models.

Unit 2: E-Marketing Environment

LH 6

Building inclusive e-markets – global markets, emerging economies, importance of information technology. Country and market opportunity analysis. Influence of technology readiness. Wireless internet access – the digital divide. Building inclusive e-markets.

Unit 3: E-Marketing Planning

LH 6

The e-marketing planning process. Creating an e-marketing plan – the napkin plan and venture capital e-marketing plan. The critical steps of the e-marketing planning.

Unit 4: Ethical and Legal Issues of E-Marketing

LH 4

Ethics and ethical codes. Self-regulation. Privacy. Digital property. Online expression. Emerging ethical and legal issues – online governance, jurisdiction, and fraud.

Unit 5: E-Marketing Strategy**LH 4**

Data drive strategy. Marketing knowledge management. Monitoring and social media. Other technology-enabled approaches. Marketing databases and data warehouses. Data analysis and distribution.

Unit 6: E-Marketing Management**LH 10**

Product: the online offer and capitalizing on internet properties. Creating customer value online. Product benefits, attributes, branding, support services, and labeling. E-marketing enhanced product development strategies. **Price:** Internet based pricing strategies. Buyer seller views on price. Payment options. Pricing strategies.

Distribution: Distribution channels and online intermediaries. Channel length and functions. Channel power.

Promotion: E-marketing communications. IMC in e-marketing. Internet advertising trends and format. Marketing public relations (MPR). Role of sales promotions and direct marketing.

Unit 7: Social and Digital Media Marketing**LH 8**

Elements of the social media – concept and types. Use of social media by business. Social media strategies. Community building. Digital media – concept, search engines, social media advertising, mobile advertising. Buying digital media.

Unit 8: Customer Relationship Management**LH 4**

Relationship building in e-marketing. Relationship marketing pillars. Building blocks of customer relationship management. Rules for success of CRM.

References

Strauss, Judy and Raymond Frost, **E-Marketing**, Prentice Hall of India, New Delhi, India.

Afuah, Allan and Tucci, Christopher, **Internet Business Models and Strategies**, McGraw Hill/Irwin. New York, USA.

MKT 516: Fundamentals of Rural Marketing

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students understanding in the strategic issues related to rural marketing. This course also builds students' skill in formulating marketing strategies in the context of the rural markets.

Course Description

Many companies today are looking into opportunities in the rural market. The urban market has become excessively crowded with a competition from national and global companies. This course provides a sound understanding of the rural market in South-Asia which is growing recently due to an increase in the rural income. The course deals on issues related to nature and importance of rural marketing, rural marketing systems, rural consumer behavior, rural marketing mixes, and marketing strategies in the rural market.

Course Details

Unit 1: Introduction to Rural Marketing

6 LH

Concept and nature of rural marketing. Characteristics of the rural market. Strategic challenges of rural marketing.

Unit 2: Rural Marketing Systems

8 LH

Segmentation, targeting and positioning in the rural market. Rural marketing planning. Rural consumer behavior – purchase process and influences. Rural competitions.

Unit 3: Rural Marketing Information

6 LH

Challenges in gathering market information in the rural market. Rural marketing research – focus and methods.

Unit 4: Rural Marketing Mix

20 LH

Product: Rural product planning. Reasons for rural product failures. Product development for rural markets – basic considerations.

Pricing: Consumer affordability and costs. Pricing strategies in the rural markets.

Promotions: Rural advertising – message design, ad appeals, media for the rural market. Rural sales force management.

Distribution: Distribution challenges and patterns.

Unit 5: Rural Marketing Strategies

8 LH

Urban - rural linkages. Strategy imperatives for rural marketing. Strategic innovations in rural marketing. Marketing of agricultural products and village craft products.

References

Mathur, U.C., **Rural Marketing**, Excel Books, New Delhi, India.

Kashyap, P., **Rural Marketing**, Pearson Education, New Delhi, India.

Velayudhan, S.K. , **Rural Marketing**, SAGE Publications, New Delhi, India.

MGT 512: Small Business Entrepreneurship

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to impart students the knowledge and skills of entrepreneurial small businesses so that they 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 covers the nature, role and ethics of small business, characteristic features of entrepreneurs, business ideas, and options for starting of small business, small business strategies, business plan, and small business marketing

Course Details

Unit 1: Introduction

LH 6

Nature of small business: Meaning, small business owners and entrepreneurs, small businesses vs. high growth ventures; Opportunities and rewards for starting small business; Starting a small business: entry competencies; Role of small business in economy; Small business ethics.

Unit 2: Small Business Entrepreneurs

LH 6

Entrepreneurial personality: characteristics of successful entrepreneurs; Entrepreneurial motivation; Entrepreneurial competencies; Professionalization; Entrepreneurial careers; Entrepreneurial teams; Women and minorities in small businesses.

Unit 3: Small Business Ideas

LH 6

Sources of business ideas; Screening ideas; Ideas, opportunities and creativity: innovative frame of mind; Avoiding pitfalls; Types of innovations small businesses develop; Feasibility of an idea: pilot testing; Methods of being creative.

Unit 4: Starting Up Small Business

LH 10

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 5: Small Business Strategies

LH 5

Strategy in small business; Small business strategy process: pre-strategy, benefits, strategy selection and competitive strategy; Life cycle and business strategy

Unit 6: Business Plan**LH 7**

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: title page, executive summary, the company, the market, the organization, the finance, critical risks, appendices, resume; presenting business plan.

Unit 7: Small Business Marketing**LH 8**

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.

Basic Textbook:

Jerome Katz and Richard Green. *Entrepreneurial Small Business*. New Delhi: Tata McGraw-Hill

Reference Books

Michael Shaper, Thierry Volery, Paull Weber and Kate Lewis. *Entrepreneurship and Small Business*. New Delhi: Wiley India

Thomas W. Zimmerer and Norman M. Scarborough. *Essentials of Entrepreneurship and Small Business Management*. New Delhi: Prentice-Hall of India Ltd.

MGT 517: Social Entrepreneurship

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

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 enterprises 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 Details

Unit 1: Introduction

LH 7

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. Role of technology in social entrepreneurship and characteristics of successful social enterprise.

Unit 2: Environment for Social Entrepreneurship Development

LH 6

Registration of intellectual property right (patent, trademarks, copyright, trade secret), licensing, product safety and liability. Insurance and contracts. Economic, legal, socio cultural, political environment for developing social entrepreneurship. Risk associated with social entrepreneurship development.

Unit 3: Social Entrepreneurs

LH 5

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 4: Ideas and Opportunities

LH 6

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 5: Developing Social Enterprise Concept

LH 3

Introduction to social enterprise concept; Social enterprise mission; Business models; Threats to business model

Unit 6: Social Enterprise Business Plans**LH 6**

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 7: Entrepreneurial Fundraising and Marketing:**LH 8**

Introduction; Types of fundraising; Personal relationships; Direct mail; Fundraising events; Telefunding; 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 8: Launch, Growth and Goal Attainment**LH 7**

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

Textbooks:

Arthur C. Brooks. *Social Entrepreneurship: A Modern Approach to Social Value Creation*. New Delhi: Prentice-Hal India Ltd.

Reference Books:

David Bornstein and Susan Davis. *Social Entrepreneurship: What Everyone Needs to Know*. New Delhi: Oxford University Press

Robert Gunn and Chris Durkin (Eds). *Social Entrepreneurship: A Skills Approach*. Bristol: The Policy Press

Danielle N. Sampson (Ed.). *Social Entrepreneurship*. New York: Nova Science Publishers

MGT 551: Commercial Bank Management

(elective)

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to impart the students overall theoretical knowledge required to manage commercial bank efficiently at operating level in general and to equip the students with necessary theoretical foundation and tools to evaluate the financial performance, manage the different types of ever changing risks, investment, liquidity and reserve, deposit and non deposit liabilities, bank capital, and loan of commercial bank in particular. The course also aims to familiarize students with different aspects of operating level management of commercial banks in Nepal.

Course Description

This course provides an overview of the financial statements and bank performance evaluation tools, risk management for changing interest rates, the investment functions in commercial banks, liquidity and reserve management, managing and pricing deposits, managing non deposit liabilities, the management of capital, lending policies and procedures, lending to business firms and pricing to business loans, and field work and seminar on consumers loans provided by commercial banks in Nepal.

Course Details

Unit 1: Overview of financial Statements and performance of commercial banks **LH 5**

Overview of the financial statements: balance sheet, income statement, cash flow statement, and income distribution statement; Off-balance-sheet items; Evaluating the performance of banks: Maximizing the value of the firm, profitability ratios and brief introduction of risk in commercial bank—credit risk, liquidity risk, market risk, interest rate risk, foreign exchange and sovereign risk, off-balance-sheet risk, operational risk, legal and compliance risks, reputation risk, strategic risk, and capital risk.

Unit 2: The investment functions in commercial bank **LH 5**

Overview of money market and capital market investment instruments, recently developed investment instruments, investment securities held by banks, factors affecting choice of investment securities, investment maturity strategies, maturity management tools and NRB directives regarding investment.

Unit 3: Managing and pricing deposits **LH 5**

Overview of types of deposits offered by commercial banks, interest rates on deposits, pricing deposit-related services: pricing deposits at cost plus profit margin, using marginal cost to set interest rates on deposits, and pricing based on the total customer relationship and choosing depository, and NRB directives regarding the deposit collection, mobilization and pricing.

Unit 4: Managing non-deposit liabilities **LH 6**

Liabilities management and the customer relationship doctrine, Non-deposit sources of funds: Borrowing from other financial institutions, repurchase agreement, borrowing from central bank,

development and sale of large negotiable CDs, commercial paper markets, long-term non-deposit fund sources, and choosing non-deposit sources.

Unit 5: The management of capital

LH 7

Capital and risk, types of capital in use, calculation of capital requirement: Basel I, Basel II and Basel III, planning to meet capital needs and NRB directives and practice of Nepalese commercial banks.

Unit 6: Lending policies and procedures

LH 7

Overview of types of loans, regulation of loans, steps in the lending process, credit analysis, sources of information about loan customers (focusing Nepalese context), part of a typical loan agreement, loan review, loan classification and allowances, and loan rescheduling and restructuring.

Unit 7: Lending operation and pricing business loans

LH 7

Types of business loans-short-term and long-term loans to business firms, analyzing business loan applications, customer's, financial ratio analysis, comparison between firm's and industry's performance, preparing statement of cash flows of business, pricing business loans, preparing loan agreement and loan schedule, NRB directive regarding business loans.

Unit 8: Project work and seminar on Consumer lending

LH 6

The instructor will divide the students in group and send them to the field to conduct the study of consumer loans provided by commercial banks. Field work study should cover types of loans granted to individuals and family, characteristics of consumer loans, evaluation of consumer loan application, major contents of consumer loan application, laws and regulation applying to consumer loans; pricing and condition of consumer loans. At the end of the course instructor will ask the students to organize the seminar and present their work to the seminar. Project work and presentation to the seminar will be part of the in-semester evaluation.

Textbooks

Rose, Peter S. and Sylvia C. Hudgins. *Bank Management and Financial Services*, 9th edition. New York: McGraw-Hill Irwin, 2013.

Rose, Peter S. *Commercial Bank Management*. New York: McGraw-Hill Irwin.

References

Saunders, Anthony and Marcia Millon Cornett. *Financial Institutions Management: A Risk Management Approach*. Indian Edition, New Delhi: McGraw-Hill Education (India) Private Limited, 2013.

Koch, Timothy W. and S. Scott Macdonald. *Bank Management*. Singapore: Thomson Southwester.

Gup, Benton E. and James W. Kolari. *Commercial Banking: The Management of Risk*. Singapore: John Wiley & Sons (Asia) Pte. Ltd.

MGT 553: Insurance and Risk Management

(elective)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to familiarize students with the concept and application of insurance and risk management. This course also aims to orient the student about insurance business regulations, mechanisms and practices in Nepal.

Course Description

This course contains introduction, risk aversion, risk management and insurability of risk, loss control, and legal liability for injuries, life insurance and annuities, employee benefits, retirement plans, commercial insurance contracts and regulating insurance business in Nepal.

Course Details

Unit 1: Introduction

LH 6

Concept of risk; Risk identification; Types of risk facing businesses and individuals; Cost of risks: components of cost of risk, cost tradeoff, and cost of other types of risk; Business risk management and need for risk management; Business risk management organizations

Unit 2: Risk Aversion, Risk Management and Insurability of Risk

LH 7

Concept of risk aversion; Risk aversion and demand for insurance; Factors affecting demand for insurance; Shareholder diversification; Reasons for buying insurance; Factors that limit the insurability of risk; Contractual provisions that limit coverage; Legal doctrines

Unit 3: Loss Control

LH 4

Concept of loss control; Types of loss control: loss prevention, loss reduction, diversification and expected indirect losses and effects of insurance on loss control

Unit 4: Legal Liability for Injuries

LH 4

Tort liability, rules and procedure; Liability from negligence; Objectives of tort liability systems; Limited wealth and limited liability; Tort liability and safety regulation

Unit 5: Life Insurance and Annuities

LH 5

Concept of life insurance product; Traditional products: Term, endowment and whole life; Tax benefits from life insurance policies; Annuity contracts; Life insurance pricing; Choice of life insurance coverage; Life insurance cost comparisons

Unit 6: Employee Benefits

LH 4

Concept of employee benefits; Types of employee benefits; Reasons for providing employee benefits; Group medical expense coverage; Group medical plan provisions and pricing issues; Health care cost and uninsured problem

Unit 7: Retirement Plans

LH 2

Concept of retirement plans; Tax advantages of retirement plans; Retirement plan provisions and regulations

Unit 8: Commercial Insurance Contracts

LH 6

Insurance contracts and markets; Deductibles and self-insured retentions; Policy limits and umbrella policies, commercial general liability insurance; Pricing and underwriting: commercial vs. personal coverage.

Unit 9: Regulating Insurance Business in Nepal

LH 10

Insurance Companies in Nepal, Insurance policy of Nepal, Insurance Act and Regulation 1993, Insurance licensing policy, Micro Insurance Directives, Directives for Institutional Governance of Insurance Companies 2069.

Text Book:

Scott E. Harrington and Gregory R. Niehaus. *Risk Management and Insurance*. New Delhi: Tata McGraw-Hill

Reference Books:

Sandra Gustavson and James S. Trieschmann. *Risk Management and Insurance*. New Delhi: South-Western

George E. Rejda. *Principles of Risk Management and Insurance*. New Delhi: Pearson-Addison Wesley

Insurance Act and Regulation 1993,

Insurance licensing policy,

Micro Insurance Directives,

Directives for Institutional Governance of Insurance Companies 2069.

MGT 554: Microfinance and Entrepreneurship

(elective)

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to build up the theoretical foundation on microfinance and develop the skill of the students to be policy analyst, consultant and manager of microfinance projects in general and acquaint students with the practical aspects of microfinance industry in Nepal in particular.

Course Description

This course is designed with microfinance institutional and financial perspective. It contents are overview of microfinance, target markets and impact analysis, products and service of microfinance, microfinance institutions, designing loan products and saving products, performance measurement of microfinance institutions, entrepreneurship for the sustainability of microfinance institutions and seminar on microfinance.

Course Details

Unit 1: Overview of Microfinance

LH 4

Concept of microfinance, microfinance revolution, rationale of growing microfinance, key principles of microfinance, understanding microfinance in Nepalese context: suppliers of financial intermediation, contextual factors and clients.

Unit 2: The Target Market and Impact Analysis

LH 5

Objectives of microfinance institutions, direct and indirect targeting, the considerations in determining the demand for financial services: cash flows and capacity to service debt, equity requirement, moral hazard, market size, target market, impact analysis: concept and users of impact analysis, kinds of impacts, levels of impact, impact proxies and client oriented impact analysis, time for impact assessment, methods of impact assessment: qualitative, and quantitative, and integrating qualitative and quantitative methods.

Unit 3: Products and Services of Microfinance

LH 5

Categories of microfinance services, Minimalist and integrated approach to microfinance, financial intermediation: range of products, principles of financially viable lending, methods of credit delivery, savings: compulsory saving and voluntary saving, credit card and smart card, payment services, social intermediation, enterprise development services, matching enterprise development service to demand, social services, and practices in Nepal.

Unit 4: Microfinance Institutions

LH 5

Importance of institution attributes of a good institution, institutional types, types of institutions in Nepal, creating a formal microfinance intermediary: process of establishment, and preparation of necessary documents such as project proposal, institutional charter, and business plan.

Unit 5: Designing Lending Products**LH 5**

Cash patterns, loan terms and payment frequency; working capital and fixed asset loans, loan collaterals, collateral substitutes: group guarantee, alternative forms of collateral, loan pricing, effects of service charges or fee on borrowers and MFIs, calculating effective interest rate, fixing the sustainable interest rate on loan, practices of Nepalese financial institutions regarding the designing and pricing the loan.

Unit 6: Designing Saving Products**LH 5**

Demand for saving services, Legal provision for offering voluntary saving services, deposit insurance, institutional capacity to mobilize savings, types of saving products for micro entrepreneurs, cost of mobilizing voluntary savings, pricing savings, and practices of microfinance in Nepal.

Unit 7: Performance Measurement of Microfinance Institutions**LH 8**

Adjusting financial statements: Accounting adjustment of loan loss provision, depreciation of fixed assets, accrued interest and accrued interest expenses, subsidies and inflation, restatement of financial statements in constant currency term; performance evaluation of microfinance institutions in the framework of WOCCU model, CGAP model, and SEEP model; and delinquency management: effect of delinquency on the profitability of MFIs and controlling delinquency.

Unit 8: Entrepreneurship for the Sustainability of Microfinance Institutions**LH 7**

Overview the concept of entrepreneur, entrepreneurship and microenterprises, characteristics of good entrepreneur, linkage of sustainability of microfinance institutions with the sustainability of microenterprises, forms of microenterprises-family run enterprises, partnership with group members, group run enterprises and community based enterprise, and cooperatives; creation of microenterprises, preparation of business plan, financial analysis and financial reporting, auditing and preparing annual report of microenterprises.

Unit 9: Seminar on Microfinance**LH 4**

Seminar will be conducted on the contemporary issues of microfinance. Key themes of the seminar will include financial inclusion, financial literacy, microfinance and women empowerment, microfinance and poverty reduction, microfinance and microenterprise creation, micro-finance and employment generation.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, class works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percent weight.

Text Books

Joanna Ledgerwood. 2001. Microfinance Handbook: *An Institutional and Financial Perspective: Sustainable Banking with Poor*. Washington D.C: The World Bank.

Armendariz, de Aghion, Beatriz and Jonathan Morduch. 2005. *The Economics of Microfinance*. Cambridge MA and London: The MIT Press.

Khanka, S.S. *Entrepreneurial Development*. New Delhi: S. Chand & Company LTD.

Reference Books

Joanna Ledgerwood. 2013. The New Microfinance Handbook: *A Financial Market System Perspective*. Washington D.C: The World Bank.

Mbeba, Ruth Dueck. 2008. *Basic Financial Management and Ratio Analysis for MFIs Toolkits*. MEDA. <www.meda.org>

Mohammed, Yunus. 2008. Creating the World Without Poverty: *Social Business and Future of Capitalism*.

Rock, Rachel, Maria Otero and Sonia Saltzman. 1998. *Principles and Practice of Microfinance Governance*. ACCION International

< <http://www.jointokyo.org/mfdl/readings/MFGovernance.pdf>>.

Shankar Man Shrestha. *State of Microfinance in Nepal. Report submitted to Institute of Microfinance*. 2009. http://www.inm.org.bd/publication/state_of_micro/Nepal.pdf

Barres, Esabelle and others. 2005. Measuring Performance of Microfinance Institutions: A Framework for Reporting, Analysis and Monitoring. Washington D.C. The SEEP Network.

CGAP. 2003. Microfinance Consensus Guidelines: Definitions of Selected Financial Terms, Ratios and Adjustment for Microfinance. Washington DC. : CGAPA/The World Bank Group www.seepnetwork.org.

Richardson, David C. 2002. PEARLS Monitoring System: World Council for Credit Unions Tool Kits series No.4. http://www.woccu.org/documents/Monograph_4.

MGT 555: E-Business

(elective)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to familiarize students with the concepts of E-Business and related issues and imparts the skills to apply in the business.

Course Description

This course covers introduction to E-Business and its infrastructure, E-Procurement, E-Marketing, E-Business models, E-Payment systems and securities issues with E-Payment system, supply chain management, and customers relationship management.

Course Details

Unit 1: Introduction to E-Business

LH 7

The impact of the electronic communications on traditional business; Concept of E-Business; Difference between E-Business and E-Commerce; E-Business opportunities; Business adoption of digital technologies for E-Business; E-Business risks and barriers to business adoption; Management responses to E-Business; Value of E-business for organizations, E-Business environment in Nepal.

Unit 2: E-Business Infrastructure

LH 5

Concept of E-Business infrastructure; E-Business infrastructure components; Internet and mobile platform; Web technology; Internet-access software applications; Managing E-Business infrastructure, E-business strategy.

Unit 3: E-Procurement

LH 4

Concept of E-Procurement; Drivers of E-procurement; Focus on estimating E-Procurement cost; Risks and impacts of E-Procurement; Implementing E-Procurement

Unit 4: E-Marketing

LH 3

Concept of E-Marketing: search adverts, social media channels, online marketing; E-Marketing planning; Situation analysis; Objective setting, customer care in E-Business, online customer behavior and market research.

Unit 5: E-Business Models

LH 6

Concept of E-Business models; Business to business model; Customer to customer; Business to customer, developing E-business models, launching a successful online business and E-business project.

Unit 6: E-Payment Systems

LH 8

Concept of E-Payment systems; Types of E-Payment: cards, mobile payments; Government regulations and policy; Driving factors for development of E-Payments in national level: government, consumer, technology, competition; Global of E-Payment system; Security issues of E-Payments: components of E-Payments, technologies aspect, E-Signature for the security; Major

issues for E-Security; E-Banking system: Internet banking, mobile banking, payment of bills through the Internet, payment Portal.

Unit 7: Supply Chain Management

LH 9

Concepts of value, need and role of an information system for SCM, enterprise resource planning (ERP) market and product profile, current trend and feature of IT in SCM. Value creation, and supply chain management; Supply chain strategy: structural and infrastructural dimensions; Supply chain strategy: coordination for value creation Supply chain strategy: coordination for value creation, B 2 B E-Commerce.

Unit 8: Customer Relationship management (CRM)

LH 6

Concept of customer relationship management; online retailing and services features and benefits of CRM systems, problem and prospects of CRM in E-Business of Nepal. Ethical, social and political issues in E-Commerce.

Text Books:

Dave Chaffey. *E-Business and E-Commerce Management*. New Delhi: Prentice Hall India Ltd.
Daniel Amor, “*The E-business (R) evolution*”, New Delhi: Pearson Education Asia

Reference Books

Ravi Kolkata, “*Frontiers of Ecommerce*”
Kenneth C. Laudon and Carol Tracer , “*E-Commerce 2013*” (9th Edition)
Efraim Turban and David king: *Electronic Commerce: Managerial and Social Nepalese perspectives*.