

**PURBANCHAL UNIVERSITY**

**Faculty of Management**

**Syllabus  
Of  
Master of Business Administration (MBA) Program  
(Semester I-IV)**

**w.e.f  
2012 (2069-70) session**

## **Introduction**

Purbanchal University is established by the Purbanchal University Act 1994. The university has been operating more than 85 academic and professional programs of undergraduate and graduate level all over Nepal through its constituent and affiliated colleges. The university with a mission to establish as a leading university of academic excellence is working to introduce new programs or updating existing programs.

The Faculty of Management (FOM) of Purbanchal University offers professional, functional and practical programs and courses. The courses are designed according to the need of the country and the international trend in management education.

The main objective of FOM is to contribute to the development of efficient and capable manpower for the business, government, and social sectors. FOM is continuously involved in developing and upgrading 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. Presently FOM is offering fourteen programs in Bachelors, Masters and PhD level.

The MBA program of Purbanchal University is a full-time program directed at preparing professional managers for the business and non-business sectors. The program's focus is on developing managerial and entrepreneurial capabilities of students through the curricular and co-curricular activities. The MBA program specifically aims to:

- a. Prepare professional managers for the business and non-business sectors.
- b. Develop entrepreneurs capable of evaluating risks and taking challenges in the emerging Global business environment.
- c. Inculcate knowledge, skill, and attitude in students so that they become scientifically approached, result oriented, and socially responsive management professionals.

## **Eligibility for Admission**

The candidate applying for MBA program must have

- Secured at least 45 % in the bachelor's degree or equivalent program from any recognized University.

## **Curricular Structure**

The MBA program has been designed at 70 credit hours with 26 course components including internship project or thesis. There will be two non-credit courses for non-management background students. Each course component has a weight of 2 or 3 credit hours requiring a minimum of 32 or 48 direct class contact hours per semester and 5 credit hours for Internship or Thesis. The course structure of the program is as follows:

### **(a) Preparation Courses**

### **Non-credit**

The MBA program includes students from different educational background so it is understood that non-management educational students need some preparation to be able to grasp basics of management education. These courses will be conducted for 15 days extensively before the start of the actual program. Colleges will be responsible for arranging the classes and to make sure that students have grasped the basic knowledge of the area. The following two courses have been included for this purpose.

1. NC-1: Qualitative Skills for Business Studies
2. NC-2: Accounting Knowledge for Managers

**(b) Foundation Courses**

**8 credit hours**

The MBA program requires a strong foundation in basic management principles, quantitative methods, and research methodology to understand and analyze business problems and environment. The following four courses of two credit hours each have been included for this purpose.

- |   |   |
|---|---|
| 1. FO-511: Quantitative Skills for Business Studies | 2 |
| 2. FO-512: Managerial Communications                | 2 |
| 3. FO-513: Managerial Economics and Decision Making | 2 |
| 4. FO-514: Legal Environment of Business            | 2 |

**(c) Core Courses**

**34 credit hours**

The program provides core courses on general management and functional areas so that students understand the diversity and interrelationships of business issues and problems. The following twelve courses have been included as core courses of which some are of three and others are of two credit hours:

- |   |       |
|---|-------|
| 1. CO-515: Organisational Behaviour and Leadership Skills | 3 Cr. |
| 2. CO-516: Marketing for Managers                         | 3 Cr. |
| 3. CO-517: Financial Accounting                           | 3 Cr. |
| 4. CO-521: Management Accounting                          | 3 Cr. |
| 5. CO-522: Macro Economics and Policy Making              | 3 Cr. |
| 6. CO-523: Financial Management and Analysis              | 3 Cr. |
| 7. CO-524: Operations Management                          | 3 Cr. |
| 8. CO-525: Human Resource Management                      | 3 Cr. |
| 9. CO-526: Business Research                              | 3 Cr. |
| 10. CO-531: Management Information System and e-commerce  | 3 Cr. |
| 11. CO-532: Organization Change and Design                | 2 Cr. |
| 12. CO-533: Entrepreneurship                              | 2 Cr. |

**(d) Capstone Courses**

**5 credit hours**

MBA students develop a comprehensive and strategic perspective through the following two capstone courses:

- |                                   |       |
|-----------------------------------|-------|
| 1. CA-541: Strategic Management   | 3 Cr. |
| 2. CA-542: International Business | 2 Cr. |

**(e) Seminar Series Courses**

**4 credit hours**

Some additional courses need to be introduced to students which gives diverse exposure for students to additional and emerging areas. These courses will be given in the form of seminar courses where students will be given one week extensive classes on focused topic. This week will be kept free from other courses for students. The following courses are offered and more can be added as found suitable by concerned college prior approval from Dean, Faculty of management, from which they have to select only two seminars of two credit hours each. The detail of implementation is presented in Annexure-I (MBA)

1. Micro-finance & the Role of Financial Institutions in Development

2. Real Estate Management
3. Management of Banking and Insurance
4. Supply Chain Management
5. Hospitality Management
6. Knowledge Management
7. Project Management

**(f) Specialization Area Courses**

**14 credit hours**

Specialization area courses have been designed in five major areas for in-depth knowledge in the area. Students develop specialized expertise in their specialization area. Students are required to take four specialization courses (from selection of six) and one seminar course from a selected area. Currently, five specialization areas (Finance, Marketing, Human Resource Management, Production and Supply Chain Management, and International Business Management) are offered to the students. The seminar course on specialization area will be decided at the start of each cycle according to the relevance and need of the job market.

**Finance**

**14 credit hours**

1. **Specialization I: FN-531:** Financial Theory and Corporate Policy
2. **Specialization II:** FN-532: Capital Structure Management
3. **Specialization III:** FN-543: Security Analysis and Investment Management  
Or
4. **Specialization III:** FN-544: Management of Financial Institution
5. **Specialization IV: FN-545:** Financial Derivatives and Engineering  
Or
6. **Specialization IV:** FN-546: International Financial Management
7. **Specialization Seminar: FN-547:** Seminar on Finance (By College)

**Marketing**

**14 credit hours**

1. **Specialization I:** MK-531: Consumer Behavior
2. **Specialization II:** MK-532: Marketing Research
3. **Specialization III:** MK-543: Planning and Managing Retail Business  
OR
4. **Specialization III:** MK-544: Sales and Distribution Management
5. **Specialization IV:** MK-545: Services and Industrial Marketing  
OR
6. **Specialization IV:** MK-546: Advertising Management
7. **Specialization Seminar:** MK-547: Seminar on Marketing (By College)

**Human Resource Management**

**14 credit hours**

1. **Specialization I: HR-531:** Human Resource Planning and Development
2. **Specialization II: HR-532:** Industrial Labour and Managerial Relations
3. **Specialization III: HR-543:** Compensation Management  
OR

4. **Specialization III: HR-544:** Performance Management: Systems and Strategies
5. **Specialization IV: HR-545:** Industrial and Labour Legislation
- OR
6. **Specialization IV: HR-546:** Strategic Human Resource Management
7. **Specialization Seminar: HR-547:** Seminar on HRM (By College)

**International Business**

**14 credit hours**

1. **Specialization I: IB-531:** International Business Environment
2. **Specialization II: IB-532:** Export Import Management
  
3. **Specialization III: IB-543:** Intellectual Property Rights
- OR
4. **Specialization III: IB-544:** International Marketing
5. **Specialization IV: IB-545:** International Financial Management
- OR
6. **Specialization IV: IB-546:** Strategies of Multinational Companies
7. **Specialization Seminar: IB-547:** Seminar on HRM

**Production and Supply Chain Management (P&SCM)**

**14 credit hours**

8. **Specialization I: PS-531:** Purchasing and Material Management
9. **Specialization II: PS-532:** Designing and Managing the Supply Chain
  
10. **Specialization III: PS-543:** Production Planning and Control
- OR
11. **Specialization III: PS-544:** Warehouse and Inventory Management
12. **Specialization IV: PS-545:** Facility Location Management
- OR
13. **Specialization IV: PS-546:** Network Design
14. **Specialization Seminar: PS-547:** Seminar on P&SCM

- a) PRO 400: **Internship or Thesis**

**5 credit hours**

## Semester Cycle

**MBA Course-cycle**

**Total no of Courses-26**

**Total Credit Hour-70**

**Non Credit Course for Non Management Background Students  
(Extensive Classes for 15 Days)**

NC-1: Qualitative Skills for Business Studies

NC-2: Accounting Knowledge for Managers

**Semester I:**

**17 credit hours**

FO-511: Quantitative Skills for Business Studies

2

FO-512: Managerial Communications

2

FO-513: Managerial Economics and Decision Making

2

FO-514: Legal Environment of Business

2

CO-515: Organisational Behaviour and Leadership Skills

3

CO-516: Marketing for Managers

3

CO-517: Financial Accounting

3

**Semester II:**

**20 credit hours**

CO-521: Management Accounting

3

CO-522: Macro Economics and Policy Making

3

CO-523: Financial Management and Analysis

3

CO-524: Operations Management

3

CO-525: Human Resource Management

3

CO-526: Business Research

3

SE-521: Seminar Series I (By College)

2

**Semester III:**

**15 credit hours**

CO-531: Management Information System and e-commerce

3

CO-532: Organization Change and Design

2

CO-533: Entrepreneurship

2

SE-531: Seminar Series II (By College)

2

XX-531: Specialization I and

3

XX-532: Specialization II

3

**Semester IV:**

**18 credit hours**

CA-541: Strategic Management

3

CA-542: International Business

2

XX-54x: Specialization III

3

XX-54x: Specialization IV and

3

XX-54x: Specialization V: Seminar (By College)

2

IN-Internship/Thesis

5

**Finance**

**14 credit hours**

**Semester-3**

1. *Specialization I: FN-531: Financial Theory and Corporate Policy*

2. *Specialization II: FN-532: Capital Structure Management*

**Semester -4 (Any Two and Seminar Course)**

3. *Specialization III: FN-543: Security Analysis and Investment Management*  
Or
4. *Specialization III: FN-544: Management of Financial Institution*
5. *Specialization IV: FN-545: Financial Derivatives and Engineering*  
Or
6. *Specialization IV: FN-546: International Financial Management*
7. *Specialization Seminar: FN-547: Seminar on Finance (By College)*

**Marketing**

**14 credit hours**

**Semester -3**

4. *Specialization I: MK-531: Consumer Behavior*
5. *Specialization II: MK-532: Marketing Research*

*Sem-4 (Any Two and Seminar Course)*

6. *Specialization III: MK-543: Planning and Managing Retail Business*  
OR
4. *Specialization III: MK-544: Sales and Distribution Management*
5. *Specialization IV: MK-545: Services and Industrial Marketing*  
OR
6. *Specialization IV: MK-546: Advertising Management*
7. *Specialization Seminar: MK-547: Seminar on Marketing (By College)*

**Human Resource Management**

**14 credit hours**

**Semester -3**

1. *Specialization I: HR-531: Human Resource Planning and Development*
2. *Specialization II: HR-532: Industrial Labour and Managerial Relations*

**Semester-4 (Any Two and Seminar Course)**

3. *Specialization III: HR-543: Compensation Management*  
OR
4. *Specialization III: HR-544: Performance Management: Systems and Strategies*
5. *Specialization IV: HR-545: Industrial and Labour Legislation*  
OR
6. *Specialization IV: HR-546: Strategic Human Resource Management*
7. *Specialization Seminar: HR-547: Seminar on HRM (By College)*

**International Business**

**14 credit hours**

**Semester -3**

1. *Specialization I: IB-531: International Business Environment*
2. *Specialization II: IB-532: Export Import Management*

**Semester-4 (Any Two and Seminar Course)**

3. *Specialization III: IB-543: Intellectual Property Rights*  
OR
4. *Specialization III: IB-544: International Marketing*
5. *Specialization IV: IB-545: International Financial Management*  
OR

6. *Specialization IV: IB-546: Strategies of Multinational Companies*
7. *Specialization Seminar: IB-547: Seminar on HRM*

**Production and Supply Chain Management (P&SCM)**

**14 credit hours**

**Semester-3**

8. *Specialization I: PS-531: Purchasing and Material Management*
9. *Specialization II: PS-532: Designing and Managing the Supply Chain*

**Semester -4 (Any Two and Seminar Course)**

10. *Specialization III: PS-543: Production Planning and Control*  
OR
11. *Specialization III: PS-544: Warehouse and Inventory Management*
12. *Specialization IV: PS-545: Facility Location Management*  
OR
13. *Specialization IV: PS-546: Network Design*
14. *Specialization Seminar: PS-547: Seminar on P&SCM*



## Evaluation Scheme

Medium of instruction and examination shall be English.

The evaluation processes for the courses are divided as:

Course		Internship				Thesis Work			
IA	SEE	R	OE	VV	Total	R	EV	VV	Total
30	70	40	20	40	100	40	20	40	100

IA= Internal Assessment

R= Report/ Thesis

VV=Viva-voce

OE= Organizational Evaluation

EV= External Evaluation

SEE= Semester End Examinations

The evaluation process for the theoretical courses of 100 marks is divided into two parts. The first part-consists of Internal Assessment (IA) and the second part consists of the Semester End Examination (SEE). The internal (internal assessment) and semester end examination will carry 40 marks and 60 marks for MBA in each course except Thesis and Internship. The pass mark for the Internal Assessment shall be 16 marks for MBA respectively. Similarly for semester end examination 24 marks for MBA.

A candidate must have at least of 80% attendance of the number of classes offered in each course to be eligible for appearing for semester end examination. If the candidate has shortage of attendance in any course in a semester she/he shall not be allowed to appear for any examination in that semester. However the Dean may permit to appear in the concerned examination if the Dean is satisfied with the reasons cited by the candidate in his/her application for his absence in classes with the due recommendation of the Campus Chief/ Coordinator and the concerned subject teacher.

**Internal Assessment:** The faculty, who teaches the course, shall conduct the Internal Assessment. The faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course. The internal assessment of the students shall be as per the criteria given below:

Nature of Assessment	Weightage
<b>Class Test I</b> (After 30% course coverage)	<b>40% (Average of best two)</b>
<b>Class Test II</b> (After 60% course coverage)	
<b>Class Test III/ Term Paper</b> (After complete coverage)	
<b>Attendance</b>	<b>20%</b>
95% above- 100% of marks	<b>BBA- 6 marks</b>
90% to 95%- 80% of marks	<b>MBA- 8 marks</b>
80% to 90%- 70% of marks	
<b>Group Discussion/Class Participation</b>	<b>20%</b>
Participation- 40% of marks	<b>BBA- 6 marks</b>
Argument- 40% of marks	<b>MBA- 8 marks</b>
Leading/Convincing- 20% of marks	
<b>Presentation</b>	<b>20%</b>
Presentation Content- 30% of marks	<b>BBA- 6 marks</b>
Communication- 50% of marks	<b>MBA- 8 marks</b>

Note: In case a student fails to secure 16 out of 40 for MBA in the internal assessment (all four components taken together), he/she shall not be allowed to appear for the Semester end examination. If candidate is not appearing in internal examination, she/he will be allowed one more chance to appear for retest and her/his passing marks (actual marks obtained in retest or passing marks whichever is less) will be consider for grade only.

Record of the internal assessment should be maintained by concerned faculty of the concerned colleges and made available to the office of Campus Chief/ Coordinator. **Dean, Faculty of Management holds the right to ask for records of internal assessment from any college/campus after completion of semester.** The details of records are to be maintained for one year from the date of semester end exam.

**Semester End Examination:** The semester end examination for the theoretical courses will be in written form of 60 marks for MBA. The University shall conduct this examination for each course at the end of each Semester. The duration of examination shall be 3 hours for each course. The objective of the semester end -examination is to examine the candidate's creativity, comprehension, problem solving ability, interpretation, and awareness capabilities. The question patter of the Semester End Examinations is presented in the Annexure- II (MBA).

#### **Internship/ Thesis**

The Internship report or Thesis must be submitted by the end of three weeks after completion of the fourth semester end term exam. The format and evaluation pattern for the Internship/ Thesis is presented in the Annexure-III (MBA). A blanket of dates will be fixed for the students to defend his/her report / Thesis. In case student fails to appear in the assigned date he/she will lose the academic year and will appear in next year.

**Course Title: Quantitative Skills for Business studies**  
**Code No: FO 511**  
**Area of Study: Core**  
**Credit: 2**

**Course Objective:** The course is designed to give students basic quantitative skills needed for the other management courses. The knowledge of these skills will enable them to apply quantitative tools relating to business decisions.

**Course Detail:**

**Unit I: Probability Theory and Probability Distribution** **LH 7 hrs**  
Basic Concepts, Set Operations, Venn diagram, Classical, Empirical (Relative) and Subjective Probability, Additive and Multiplicative Rule, Conditional Probability, Bayes' Theorem, Random Variable, Mathematical Expectation of a random variables, Binomial distribution, Poisson distribution, Normal distribution

**Unit II: Sampling and Sampling Distribution** **LH 4 hrs**  
Sampling, Types of Sampling, Sample Size, Sampling Distribution of Mean and Proportion

**Unit III: Correlation and Regression** **LH 5 hrs**  
Simple and Partial Correlation and its properties, Simple and Multiple regression (up to three variables) and its properties, Standard error, Coefficient of Determination

**Unit IV: Hypothesis Testing** **LH 9 hrs**  
Null and Alternative Hypothesis, Level of Significance, Critical Value, One and Two Tailed Test, Type I and Type II Error, One Sample Tests for Mean (Z and t Test) and Proportion, Two Sample Tests for Mean (Z and t Test ) and Proportion, F-Test, ANOVA (One Way and Two Way)

**Unit V: Chi Square Test** **LH 4 hrs**  
Introduction, Chi Square as a Test of Goodness of Fit and Test of Independence,

**Unit VI: Linear Programming** **LH 3 hrs**  
Concept of Linear Programming, Graphic and simplex method for a general LP problem

**Note: SPSS software is to be used in the Unit 3, Unit 4 and Unit 5**

**References:**

1. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S. Gardner, Jr. Quantitative Approaches to Management, Eighth Edition, Prentice Hall.

2. Richard I. Levin, David S. Rubin, Statistics for Management, Seventh Edition, Prentice Hall.
3. Business Statistics, Third Edition, Levine, Krehbiel, Berenson, Pearson Education
4. Practical Business Statistics, Siegel, Andrew F, Irwin
5. H B Shrestha, Learning Statistic and SPSS in Tandem: A step by step manual, 1<sup>st</sup> edition, 2008, Ekta Book Distributor Pvt Ltd., Nepal

**Course Title: MANAGERIAL COMMUNICATION**

**Code No: FO 512**

**Area of Study: Core**

**Credit: 2**

### **Course Objectives**

This is a foundation course to acquaint the students with fundamentals of communication, help them honing oral, written and nonverbal communication skills and to transform their communication abilities

### **Course Details**

#### **Unit I: Communication Process and Environment**

**LH: 4 hrs**

Forms of organizational communication, Communication process model: communication environment, communication process, basic ingredients of human communication. Communication malfunctions and gateways.

#### **Unit II: Public Speaking**

**LH: 4 hrs**

Preparing and making formal speeches: topic selection, determining presentation method, audience analysis, use of appearance, gestures, body language, voice, and visual aids.

#### **Unit III: Presentation and Listening**

**LH: 6 hrs**

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews, Telephonic communication skills, Listening – listening process, types of listening, Deterrents to listening process, Essentials of good listening;

#### **Unit IV: Non-verbal Communication**

**LH: 6 hrs**

Concept, Communication through face and eyes, gestures, postures, and appearance, Proxemics and time language, Business etiquettes: Business dining, Business manners of people of different cultures,

#### **Unit V: Business Writing and its Skills**

**LH:12 hrs**

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters- direct letters, response letters, persuasive letters, collection letters, sales letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

### **References**

1. Lesikar R.V. and Pettit J.D.: *Business Communication* (7<sup>th</sup> ed.), Richard Irwin & AITBS, Delhi.
2. Lesikar R.V. and Flatley M.E.: *Basic Business Communication* (10<sup>th</sup> ed.), Tata McGraw Hill Company, New Delhi.
3. Kaul, Asha, *Effective Business Communication*, PHI, New Delhi
4. McGrath, E.H., *Basic Managerial Skills for All*, PHI, New Delhi

**Course Title: Managerial Economics and decision making**  
**Code No: FO 513**  
**Area of Study: Core**  
**Credit: 2**

**Course Objective:** The objective of the course is to develop analytical perspective of the students to understand theories and methods of economics as they are applied to business and decision making.

**Unit I: Introduction to Managerial Economics** **LH 4 hrs**  
Manager, Economics, Managerial Economics, Importance of Managerial Economics in decision making, Objectives of the firm: Profit Maximization [Numerical problems]; Accounting profit vs Economic profit

**Unit II: The Theory of Consumers Behavior** **LH 3 hrs**  
Concept of Utility (Total Utility and Marginal Utility), Cardinal vs Ordinal, Indifference Curve, Budget Line, Consumer's Equilibrium

**Unit III: Demand and Supply: Theory and Analysis** **LH 7 hrs**  
Demand: Concept, Individual Demand, Market Demand [Numerical problems]; Change in Quantity Demand, Change in Demand, Demand Function, Elasticity of Demand (Price, Income, Cross) [Numerical problems];  
Supply: Concepts, Market Supply, Shift in Supply Curve, Price elasticity of Supply, Demand and Supply together: Equilibrium

**Unit IV: Costs and Revenue: Theory and Analysis** **LH 3 hrs**  
Cost: Cost Concepts, Short-run and Long-run cost curves, Economies and Diseconomies of Scale;  
Revenue: Revenue Curves in the different markets (Perfect and Imperfect competition);

**Unit V: Production Theory and Analysis** **LH 5 hrs**  
Production: Importance of Production, Concept of Short-run and Long-run, Concepts of Factors of Production, Law of Variable Promotion: Short run production function, Iso-quants, Producer's equilibrium: Least cost combination, Expansion path, and Law of returns to scale: Long run production function,

**Unit VI: Working of firms and Industry: Markets** **LH 10 hrs**  
Perfect Competition: Equilibrium of Firm and Industry in short-run and long-run, Shut down position  
Monopoly: Reason for Monopoly, Price and Output Determination in SR and LR; Price Discrimination  
Oligopoly: Concepts on Collusion, Cartel, Price leadership; Game Theory: Pure strategy and Mixed strategy, Nash equilibrium  
Monopolistic Competition: Competition with differentiated products- equilibrium of firms (SR and LR), excess capacity  
Pricing of Multiple products: Pricing of products with interrelated demands, Optimal pricing of joint product (Fixed proportion and Variable proportion)

**References:**

Craig H Petersen, W. Cris Lewis and Sudhir K. Jain, *Managerial Economics*, 4/ed, Pearson Education, New Delhi, 2003

N.G. Mankiw, *Principles of Microeconomics*, 4e, South- Western Cengage Learning India Ltd., 2006

K K Seo, *Managerial Economics*, 6/ed, Surjeet Publications, 2003

Dominic Salvatore, *Microeconomics Theory and Application*, 4/ed, New York Oxford University Press, 2003.

Dwevidi D.N., *Microeconomics Theory and Applications*, Pearson Education, New Delhi, 2003

Peterson and Lewis, *Managerial Economics*, 4/ed, Prentice-Hall of India, 2006

Nepal, Dahal and Uprety, *Business Economics*, Asmita Books (Kathmandu)

**Course Title: Legal Environment of Business**  
**Code No: FO 514**  
**Area of Study: Core**  
**Credit: 2**

**Course Objective:**

The course is designed to provide a general understanding of legal processes and practices that have close nexus with the management of an organization. The course helps the students understand legal environment of business and furthermore enables them apply their skills to comply with the legal system they work for their organization

**Course Detail**

**Unit I: Introduction to the Legal Environment of Business:** **LH 4 hrs**

Meaning, nature and importance of legal environment of business; Meaning, Nature, Classification, Importance and Sources of both General Law and Business Law

**Unit II: Principles of Contract Law** **LH 7 hrs**

Definition, genesis and importance of contract law ; Formation of contract (Offer, Acceptance and consideration) ; Types and essential elements of contract Standard Form of contract and Unfair term of contract; Significance and validity of E-contract; Void and voidable contracts; Discharge of contracts; Breach of contract and remedies.

Special contracts: Sale of goods: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller.

**Unit III: Negotiable Instruments** **LH 5 hrs**

Meaning, genesis, nature, importance and types of Negotiable Instruments; types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument, arbitration

**Unit III: Companies Law** **LH 10 hrs**

Definition, nature, genesis and importance of company; theories relating to corporate personality; Incorporation of company; Rights and obligations of promoters, shareholders, board of directors and other Corporate Officers; Winding up of a company; Liquidation of company and provisions relating to Liquidator under Insolvency Act; Corporate Governance and its theories; OECD principles Corporate Governance; Corporate social responsibilities; Criminal liability of company; Insider trading and money laundering and business related cyber corporate crimes.

**Unit IV Labour Laws:** **LH 6 hrs**

Meaning, Nature, scope and genesis of Labour law; Labour employment and welfare; collective bargaining and trade unions; Powers and functions of Labour Office, Factory Inspector and Labour Court

**References:**

**Acts**

Contract Act, 2056 BS;  
Agency Act 2014 BS,  
Labour Act 2048 BS,  
Labour Rules, 2050 BS



Trade Unions Act, 2049 BS  
Company Act, 2063 BS  
Bank and Financial Institutions Act, 2063 BS  
Insolvency Act, 2063 BS  
Negotiable Instruments Act, 2034 BS

**Treatises**

C.G. Weeramantry, *An Invitation to Law*, Lawman (India) Private Limited, New Delhi, 1998. Chapters 1,3 and 4.  
Christopher D. Stone, *Where the Law Ends: The Social Control of Corporate Behaviour*, Harper & Row Publishers, New York, 1975, Chapters 17-19  
Reinier Krakkman and et al., *The Anatomy of Corporate Law*, Oxford University Press, 2004.  
Arthur R. Pinto and Douglas M. Branson, *Understanding Corporate Law*, Matthew Bender & Co. Inc, 1999  
Frank H. Easterbrook and Daniel R. Fischel, *The Economic Structure of Corporate Law*, Harvard University Press, Cambridge, 1991  
Satyanarayan, Kalika, *Business Law*, Buddha Academic Enterprise, Kathmandu  
S.R Bahl, *Business Law*, Kitab Mahal, Alahabad

**Course Title: Organizational Behavior and Leadership Skills**

**Code No: CO 515**

**Area of Study: Core**

**Credit: 3**

**Course Objective:**

The course aims to make students well equipped with knowledge and skills in understanding and investigating the impact of individual, group and structure on the behavior of people at work. It will enable them to apply such knowledge and skills to adopt appropriate managerial policies and leadership styles to improve organizational performance and effectiveness in dynamic environment.

**Course Details:**

**Unit I: Introduction to Organizational Behavior**

**LH 12 hrs**

Meaning and Importance of Organizational Behavior, Contributing discipline to OB, Three levels of analysis in OB (Individual Level, Group Level, and System Level), Challenges and Opportunities for OB, Developing an OB Model

**Unit II: Foundations of Individual Behavior**

**LH 10 hrs**

Biographical Characteristics and ability, Learning, Attitudes and Job Satisfaction, Personality, Perception and Individual Decision Making, Motivation

**Unit III: Foundations of Group Behavior**

**LH 8 hrs**

Group development and structure, Understanding Work Teams, Communication, Power and Politics, Conflict and Negotiation

**Unit IV: Leadership and Change in Organizations**

**LH 10 hrs**

Leadership in Organization (Discuss both traditional and contemporary leadership theories), Organizational Change (Focus on the behavioral aspect of change), Role of Leaders in the Change Processes (Focus on leaders as change agents)

**Unit V: Structural Perspective of Behavior**

**LH 8 hrs**

Foundations of Organization Structure, Organizational Designs and behavior, Work design and technology, Organizational Culture

**References:**

Luthans, Fred, *Organizational Behavior*, McGraw Hill, New York

Newsrom J.W. and Davis Keith, *Organizational Behavior: Human Behavior at Work*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Pareek, Udai, *Understanding Organizational Behavior*, Oxford University Press, New Delhi.

Robbins, S.P., *Organizational Behavior*, Prentice Hall of India, N. Delhi

**Course Title: Marketing for Managers**  
**Code No: CO 516**  
**Area of Study: Core**  
**Credit: 3**

**Course Objectives:**

The foundation course is aimed at developing basic knowledge, skill and attitude, of students, about the concepts and strategies of marketing management. This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operations and to develop a feel of the market place

**Course Detail**

**Unit I: Basic Concepts** **LH-6 hrs**

The different Marketing Concepts in Marketing Management (traditional and modern concepts) i.e. production, product, sales, marketing, societal marketing;

**Unit II: Marketing Environment** **LH-6 hrs**

Internal and External Marketing Environment; Marketing Research and Information system

**Unit III: Market segmentation** **LH-8 hrs**

Market Segmentation, Target Marketing, Product Positioning; Tools of Product Differentiation

**Unit IV: Product and Pricing Decision** **LH-8 hrs**

New Product Development, Decisions Relating to Product Mix and Product Line Decisions; Branding and Packaging Decisions; Product Pricing, Various methods of Product Pricing

**Unit V: Physical Distributions and Product Promotion** **LH-8 hrs**

Channel Decisions, Management of Physical Distribution, Promotional Decisions including Personal Selling, Advertising and Sales Promotion, Public Relations

**Unit VI: Marketing Strategies** **LH-8 hrs**

Strategic Options; Marketing Strategies in the Different stage of the Product Life Cycle; Growth Strategies; Strategies in Declining and Hostile Markets

**Unit VII: Modern Marketing** **LH-4 hrs**

Introduction to Export Marketing; Globalization; Web Marketing; Green Marketing, Network Marketing, Event Marketing

**References:**

1. Kotler Philip and Keller; *Marketing Management*; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, *Marketing Management in South Asian Perspective* , Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, *Marketing*, TMH, New Delhi

4. Etzel, Michael J, *Marketing: Concepts and Cases*, TMH, New Delhi or
5. David A. Aker, *Strategic Marketing management*, Wiley India, Delhi

**Course Title: Financial Accounting**  
**Code No: CO 517**  
**Area of Study: Core**  
**Credit: 3**

### **Course Objectives**

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

### **Course Details**

#### **Unit I: Introduction to Financial Accounting** **LH 8 hrs.**

Basic understanding of financial accounting. Forms of Organization. Business Activities: Financing, Investing and Operating. Basic Rules for Recording and Posting. Financial Statements and their Relationship. Ethics and Accounting. Business Decision Cases Analysis.

#### **Unit II: Financial Reporting** **LH 12 hrs.**

Objectives of Financial Reporting. Qualitative Characteristics of Financial Statements. Procedure and Methods of Preparing Financial Statements: Multiple Step Income Statement, Statement of Retained Earnings and Balance Sheet (reporting format). Other Financial Reports: Auditors Report, Directors Report and Corporate Governance Report. Business Decision Cases Analysis.

#### **Unit III: Reporting and Interpreting Cash Flow Statement** **LH 12 hrs.**

Purpose, Use and Structure of Cash Flow Statements. Preparing of Cash Flow Statements under Indirect and Direct Method. Interpreting the Cash Flow Statement. Business Decision Cases Analysis.

#### **Unit IV: Analyzing Financial Statements** **LH 10 hrs.**

Objectives of Financial Statement Analysis, Techniques of Financial Statement Analysis: Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis and their Uses. Business Decision Cases Analysis

#### **Unit V: Contemporary Issues in Financial Accounting** **LH 6 hrs.**

Generally Accepted Accounting Principles, International Financial Reporting Standards/Global Financial Reporting, Foreign Currency Accounting, Inflation Accounting. Human Resource Accounting, Environment Accounting

**References:**

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

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

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

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

Dahal, R.K. (2012). *Financial Accounting*. (2<sup>nd</sup> Edition). Kathmandu: Khanal Publication Private Limited.

**Course Title: Management Accounting**  
**Code No: CO 521**  
**Area of Study: Core Area**  
**Credit: 3**

### **Course Objective**

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

### **Course Contents**

- UNIT I: Foundation of Management Accounting** **LH.3 hrs**  
Concept, origin and evolution; Need, nature and scope; Importance and limitations; Management accounting in Nepalese perspective
- UNIT II: Understanding Cost Behavior** **LH.3 hrs**  
Cost concept and classification; Cost segregation; Cost estimation
- UNIT III: Income Measurement** **LH.6 hrs**  
Income measurement under variable and absorption costing; Reconciliation of difference in profit reported. Case analysis
- UNIT IV: Cost Volume Profit Analysis** **LH.8 hrs**  
Meaning and approaches; CVP for single product and multi product firms; CVP under the condition of resource constraints and uncertainty. Case analysis
- UNIT V: Planning and Control** **LH.12 hrs**  
Budgeting : meaning , concept and advantages; Preparation of flexible budget, functional budget, financial budgets and master budget. Case analysis
- UNIT VI: Decision Making** **LH.8 hrs**  
Concept, Decisions regarding make or buy, accept or reject special offer, drop or continue a product line, Case Analysis
- UNIT VII Performance Evaluation and Control System:** **LH.8 hrs**  
Standard costing: material, labour and overhead variance; Value added analysis and interpretation; Cash flow analysis and interpretation

### **References:**

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

Lynch,R.M. &Williamson,R.W.(2001). *Accounting for Management* .New Delhi: Tata Mcgraw-hill  
Kaplan and Atkinson; *Advance Management Accounting*, New Delhi: Prentice hall of India.  
Munakarmi, S.P. et al; *Management Accounting*, Kathmandu, Januka Publication.



**Course Title: Macroeconomics and Policy Making**  
**Code No: CO 522**  
**Area of Study: Core Area**  
**Credit: 3**

**Course Objective:**

The basic theme of the course attempts to focus on various sensitive components of macroeconomic analysis. The course content is basically designed to upgrade the capability of students in analyzing the connectivity of macroeconomic models at the grass root level of economic development in the global economy.

**Course Content**

- UNIT I: National Income Accounting** **LH.5 hrs**  
Various concepts of NI [GDP, GNP, NI at  $F_c$ , PI, DI, NI at current price, NI at constant price], different methods of measurement, problems in measuring NI, sectoral accounting in NI,
- UNIT II: Four sector Economy** **LH.7 hrs**  
Output and employment equilibrium under:  
a) Closed economy [through algebraic derivation]  
b) Open economy [through algebraic derivation ]
- UNIT III: Multiplier and Accelerator Interaction** **LH.11 hrs**  
a) Multiplier; Investment multiplier, super multiplier, Tax (subsidy) multiplier, foreign trade multiplier.  
b) Accelerator; Impact on income generation (through mathematical approach)
- UNIT IV: Growth Models** **LH.10 hrs**  
a) Harrod Growth model  
b) Domar Growth model  
c) Kaldor Growth model  
d) Solow Growth model  
e) Recent innovations in growth models
- UNIT V: Macroeconomic Policy** **LH.10 hrs**  
a) Approach of monetary policy  
    a. Objectives  
    b. Instruments (Qualitative and Quantitative)  
    c. Indicators  
    d. Targets  
    e. Goals  
    f. Limitations  
b) Fiscal Policy  
    a. Approaches and objectives  
    b. Counter -cyclical fiscal policy

**UNIT VI: Keynesian approach: Macroeconomic analysis**

**LH.5 hrs**

- a) Three basic propositions of Keynesian analysis
  - a. Deficiency in effective demand as root cause of unemployment
  - b. Equilibrium is maintained within the environment of under employment situation
  - c. Focus of fiscal management for sustainable development

**References:**

- 1 Edward Shapiro: *Macroeconomic Analysis*, [ Recent edition]
- 2 David Sneden: *Macroeconomics*
- 3 Amartya Sen; *Growth Models in Economics*
- 4 Dornbusch and Fischer; *Macroeconomic*
- 5 Gerald Meier; *Leading Issues in economic development*
- 6 A.C. Chiang; *Fundamental Methods of Mathematical Economics*

**Course Title: Financial Management and Analysis**

**Code No: CO 523**

**Area of Study: Core Area**

**Credit: 3**

**Course Objective:**

The objective of the course is to familiarize the students with the fundamental concepts of financial management to enable them to understand and apply various analytical tools in financial decision-making.

**Course Content:**

**Unit I: Introduction**

**LH. 3 hrs**

Meaning and Definition of financial management; Goals of financial management – profit maximization, wealth maximization; Business ethics and social responsibility; Agency relationship – stockholders versus managers, stockholders versus bondholders;

**Unit II: Financial Statement Analysis**

**LH. 3 hrs**

Need for Financial Analysis; Ratio analysis and its limitations; Du-Pont system of financial analysis – Basic and Modified; Trend analysis and common size statements;

*[Rather than making it intensely mathematical in nature and limiting students to calculate financial ratios only, the aim is to enable the students to interpret those ratios and use those (ratios) in financial decision-making.]*

**Unit III: Risk and Return Analysis**

**LH. 5 hrs**

Returns; Understanding and Measurement of Risk – Standalone and Portfolio; Selection of Efficient Portfolio; Concept of Beta ( $\beta$ ); Capital Asset Pricing Model (CAPM);

**Unit IV: Time Value of Money**

**LH. 3 hrs**

Future Value – single sum, cash-flow series and annuity; Present Value - single sum, cash-flow series, annuity and perpetuity; Doubling period; Effects of frequent compounding and discounting; Amortized loans;

**Unit V: Valuation of Securities**

**LH. 8 hrs**

Characteristics of bond; Bond valuation – annual and semi-annual coupon; Bond Yields – Yield to Maturity (YTM) and Yield to Call (YTC); Bond risks;

Rights of Common Stock; Common Stock market; Common Stock valuation; Stock market equilibrium; Stock prices and returns; Preferred Stock Valuation;

**Unit VI: Cost of Capital****LH. 4 hrs**

Significance of cost of capital; Weighted Average Cost of Capital (WACC) and its components – Cost of Debt, Cost of Preferred Stock, Cost of Common Stock, Cost of Retained Earnings; Factors influencing WACC; Marginal Cost of Capital (MCC) and breaks in MCC schedule;

**Unit VII: Capital Budgeting****LH. 7 hrs**

Features and Significance of Capital Budgeting; Estimation of Cash Inflows and Cash Outflows; Evaluation Techniques – (1) Traditional techniques: Accounting Rate of Return, Payback Period; (2) Discounted Cash-flow techniques: Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Modified Internal Rate of Return (MIRR); Evaluation of Projects with different lives;

**Unit VIII: Working capital Management****LH.8 hrs**

- a. Defining Working Capital; Importance of Working Capital Management; Working Capital Cash-flow Cycle – Operating cycle and Cash cycle; Working Capital Policies – Working Capital Investment and Current Assets Financing Policies;
- b. Cash Management – Importance of Cash Management; Motives to hold Cash; Cash Management Techniques; Cash Management Models – Baumol (Inventory) Model and Miller-Orr (Stochastic) Model
- c. Inventory Management – Motives to hold Inventory; Costs associated with Inventory – Carrying Cost, Holding Costs, Total Inventory Costs; Inventory Management Techniques – Economic Order Quantity (EOQ) Approach and ABC System; Determination of Level of Stock – Reorder Point, Safety Stock, Quantity Discount;
- d. Receivables Management – Importance of Receivables Management; Costs related to maintaining receivables; Credit policy and its Variables; Evaluation of Credit Policy;

**Unit IX: Capital Structure****LH. 4 hrs**

Features of an Ideal Capital Structure; Factors Affecting Capital Structure; Theories of Capital Structure – Net Income Approach; Net Operating Income Approach; Traditional Approach; Miller and

Modigliani Approach and its Appraisal;

**Unit X: Dividend Policy****LH. 3 hrs**

Objectives and Importance of Dividend Policy; Factors that Influence Dividend Policy; Issues in Dividend Policy; Stock Dividend; Stock Splits and Stock Repurchases;

**References:**

- Brigham, E.F., and M.C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson South-Western, New Jersey
- Horne, V, *Financial Management and Policy*, Prentice-Hall of India, New Delhi
- Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott Jr, *Financial Management: Principles and Applications*, Prentice-Hall of India, New Delhi
- Pandey, I.M., *Financial Management*, Vikas Publishing House, New Delhi, India
- Pradhan, R.S., *Financial Management*, Buddha Academic Publishers and Distributors Pvt. Ltd., Kathmandu
- Prasanna, Chandra, *Financial Management: Theory and Practice*, Tata-McGraw Hill, India

**Course Title: Operations Management**  
**Code No: CO 524**  
**Area of Study: Core Area**  
**Credit: 3**

**Course Objectives:**

The course aims at equipping students with the knowledge of operations management as applied to product and service design, location decisions, technology decisions, new facility decisions at strategic level, quality control and layout planning at the tactical level and operations scheduling and inventory management at the operational level of management.

**Course Content:**

**UNIT I: Introduction to Operations Management** **LH.3 hrs**

- 1 Introduction, Scope, Importance.
- 2 The operations manager and the management process.
- 3 Operations management and decision making.
- 4 Trends in operations management
- 5 Competitiveness, productivity

**UNIT II: Operations Strategy** **LH.3 hrs**

- 1 Operations strategy across the organization.
- 2 Developing a customer driver operations strategy.
- 3 Corporate strategy
- 4 Global Strategy
- 5 Market analysis
- 6 Competitive priorities and capabilities

**UNIT III: Forecasting** **LH.5 hrs**

- 1 Elements of a good forecast
- 2 Steps in the forecasting process
- 3 Approaches to forecasting: Judgmental and opinion, Time series, linear regression, associative forecasting technique.
- 4 Accuracy and control of forecast
- 5 Choosing a forecasting technique

**UNIT IV: Product and Service Design** **LH.5 hrs**

- 1 Issues in product and service design
- 2 Phases in the product design and development.
- 3 Designing for manufacturing
- 4 Quality Function development
- 5 Service design

**UNIT V: Process Selection and facility layouts** **LH.7 hrs**

- 1 Process selection
- 2 Facilities layout
- 3 Designing product layout : line balancing

- 4 Designing process layouts

**UNIT VI: Location Planning and analysis** **LH.5 hrs**

- 1 Need and nature of location decisions
- 2 General Procedures for making location decisions
- 3 Factors affecting location decisions
- 4 Evaluating location alternatives

**UNIT VII: Management of Quality and Quality control** **LH.7 hrs**

- 1 Foundations of modern quality management
- 2 Quality awards and certifications
- 3 Total quality management
- 4 Process improvements
- 5 Quality tools
- 6 Inspection for quality control
- 7 Statistical process control
- 8 Process capabilities
- 9 Acceptance Sampling

**UNIT VIII: Inventory Management** **LH.4 hrs**

- 1 Requirements for effective inventory management
- 2 Inventory Models: EOQ model, Fixed order interval model, single period model

**UNIT IX: MPS, MRP and ERP** **LH.5 hrs**

- 1 MPS and MRP in manufacturing and services
- 2 Benefits and requirements of MRP
- 3 MRP II
- 4 Capacity requirements planning
- 5 ERP

**UNIT X: JIT and Lean Operations** **LH.4 hrs**

- 1 Transitioning to a JIT system
- 2 JIT in services
- 3 JIT II
- 4 Lean system across the organization
- 5 Characteristics of lean systems for services and manufacturing
- 6 Flexible workforce
- 7 Line flows
- 8 Automation

At the end of the course, students are required to present a case study covering important topics of operations management in Nepalese context.

**References:**

- 1 William J. Stevenson, "*Operations Management*", Tata McGraw Hill
- 2 Lee Krajewski, Larry Ritzman, Manoj Malhotra, "*Operations Management, Process and value Chains*", Pearson Practice Hall.
- 3 Richard B. Chase, F Robert Jacobs, Nicholas J. Aquillaw, Nitin K Agarwal, "*Operations Management, for Competitive Advantage*", Tata McGraw Hill

- 4 Ferry Hill, "*Operations Management, Strategic Context and Manager and Analysis*", Palgrave Publishers Ltd.



**Course Title: Human Resource Management**  
**Code No: CO 525**  
**Area of Study: Core Area**  
**Credit: 3**

### **Course Objective**

The objective of this course is to develop understanding, abilities and skills to enable the students to meet the challenges of managing human resources in the ever-changing perspective of organizational management.

### **Course Content**

#### **Unit I: Fundamentals of human resource management (HRM)**

**LH 4 hrs**

Concept, nature, importance, scope and objectives of HRM. HRM system. Process and models of HRM.. Environmental influences. Roles and responsibilities of HR managers. Ethics in HRM. Strategic aspects of HRM (concept, elements, and theoretical perspectives).

#### **Unit II: Planning for job and human resource**

**LH 10 hrs**

*Job analysis and design:* An overview of job analysis and design. Uses, process and techniques (methods) of job analysis. Approaches to job design. Impact of job design on motivation, satisfaction, productivity and quality of work life.

*Human Resource planning and strategy:* Concept, objectives and process of HRP. Human resource information system and inventories. Relationship of HRP to strategic planning and job analysis. Methods of forecasting HR demands and supply. Action decisions of planning for a new start-up and shortage and surplus of HR) Succession planning. HRP practices in Nepal.

#### **Unit III: Acquiring human resource**

**LH 8 hrs**

*Recruitment:* Concept and process of recruitment. Strategic issues in recruiting (goals, philosophy, sources, countercyclical hiring. Alternative to recruitment. Cost-benefit analysis of recruitment. Sources and methods of recruitment. *Selection:* Meaning, process, methods of selection. Selection tests and interviews. . Cost-benefit analysis for the selection decision. Environmental circumstances and recruitment and selection practices in Nepal. *Socialization:* Concept, purposes and process.

#### **Unit IV: Developing and motivating human resource**

**LH 12 hrs**

Human resource development system. Training needs assessment: Purposes, methods and levels. Design, development and administration of training programs. Training methods. Management development program. Evaluation of training and development programs. Career planning and development for different groups of employees.

Developing performance appraisal system. Deciding and using the methods of performance appraisal. .MBO approach to appraisal. Problems in performance appraisal.

Factors influencing pay and compensation policies. Establishing pay structure and incentives plans. Techniques of determining pay (job worth, skill, knowledge, competency, feedback). Job evaluation and pay structure. Criteria for effective compensation plan. Impact of compensation on motivation,

satisfaction, productivity. Issues in compensation administration in Nepal, Overview of motivation theories

**Unit V: Maintaining human resource**

**LH 7 hrs**

Designing and administering benefits and services, Managing effective benefits programs, Concept of protecting HR, health and safety programs, Issues of safety, health and violence in Nepalese organizations, Disciplinary problems. Process and approaches of handling discipline. Challenges to disciplinary action, Process and approaches of handling grievances, Concept of labor management relations, Labor disputes. Prevention and settlement of disputes, Collective bargaining: Concept, process and effectiveness.

**Unit VI: Global aspects of HRM**

**LH 3 hrs**

Concept, Environmental influences and ethics, HR and labor issues in international corporations, Challenges for Global human resource management (GHRM)

**Unit VII: Challenges and issues of HRM**

**LH 4 hrs**

*Challenges:* Technology Workforce Diversity, Organizational restructuring and downsizing. Contingent workforce and Employee Empowerment

*Issues:* Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM Human Resource Audit, and Human Resource Accounting, HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing.

**References:**

Ivanchevich, John M (2010)., *Human Resource Management*, , New Delhi:Tata McGraw Hill

Fisher Cynthia D., Schoenfeldt, Lyle F. and shaw, james B. ( 2010). *Human resource management*. Delhi: Biztantra.

Adhikari Dev Raj (2005): *Human Resource Management*, Kathmandu: Budha Academic Publishers and Distributors Pvt. Ltd., Kathmandu.

Agrawal, G.R.(2011). *Dynamics of Human Resource Management in Nepal*. Kathmandu: M.K. Publishers & Distributors

Dessler et al (2008). *Human Resource Management*. Delhi: Pearson Education.

DeCenzo David A. and Stephen. P. Robbins (Eighth edition). *Fundamentals of Human resource Management*, new Delhi: Wiley- India.

Shell, Scott and George Bohlander (2010). *Human resource management*. Thomson Learning (Indian Edition)..

**Course Title: Business Research**  
**Code No: CO 526**  
**Area of Study: Core Area**  
**Credit: 3**

### **Course Objectives**

This course is designed to introduce students to the principles and methods of research. The course will provide a basic overview of quantitative and qualitative research methodologies followed by an exploration of research methods in business context. Students will also acquire the skills they need to undertake research and to master the technologies associated with pursuing academic studies. After completion of the course, students will become acquainted with a variety of designs and approaches to research. This will help them in the development of their own research proposals and projects.

### **Course Contents**

#### **UNIT I: Foundations of Research L.H. 10 hrs**

The meaning of research; the nature and types of research; scientific research process; competing paradigms and epistemological considerations positivism and interpretivism; research strategy- quantitative and qualitative; theory and research; deduction and induction; mixed methods research; participatory and action research; management research- types and value for decision making; ethical considerations in research.

#### **UNIT II: Theoretical Framework and Hypothesis Formulation L.H. 5 hrs**

Literature review- purpose and phases; searching; obtaining and evaluating the literature; meta- analysis; problem definition; theoretical framework; hypothesis and research questions- functions and types; criteria of good hypothesis statement.

#### **UNIT III: Research Design L.H. 5 hrs**

Definition; elements of a research design; classification of research design descriptive, survey, longitudinal, cross-sectional; case study, causal- comparative and experimental research designs; common sources of error in research designs.

#### **UNIT IV: Measurement, Scaling and Sampling L.H. 5 hrs**

Variables; Measurement and scales, attitude measurement and scale construction; classification of scaling techniques; validity and reliability; sampling - concept, techniques and errors.

#### **UNIT V: Data Collection and Analysis L.H.18 hrs**

Date and its types; sources of primary and secondary data; questionnaire construction; research interview; courses of qualitative data - ethnography and participant observation, conducting focus groups: e-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys; getting data ready for analysis; data processing; statistical analysis of data - descriptive and inferential statistics; hypothesis testing (Z, t, F, ANOVA and Chi-Square test with numerical problems); methods of analyzing qualitative data.

#### **UNIT VI: Writing Proposals and Research Reports L.H. 5 hrs**

Research proposals - functions, types and components; features of thesis proposal; procedure for writing research reports; conventions of academic writing; components of the research report; body of the report; APA style of citation and referencing.

**References:**

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

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

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

Azaya B. Sthapit and Others, ***Statistical Methods***, Buddha Academic Enterprises, Kathmandu, Nepal.

Shyam B Katuwal, ***Research Methodology made easy***, Molung Foundation, Bhatapur, Nepal,

**Course Title: Management Information System and Electronic Commerce**

**Code No: CO 531**

**Area of Study: Core**

**Credit: 3**

**Course Objectives:**

The course aims to provide students with the knowledge of Management Information Systems and Electronic Commerce from managerial perspective.

After completing this course, students will be able to:

- Know different types of Information Systems needed to meet information needs facilitating decision making at strategic, tactical and operational levels of management.
- Explain why Information Systems and Information Technology are critical resources that can have strategic impact on organization.
- Explain how Information Systems help organizations enhance business processes and the application of Electronics Commerce streamline existing business processes.
- Describe how Information Systems and application of Electronics Commerce provide competitive edge to organizations.
- Know how Information Systems and Electronic Commerce can help organization s successfully meet global challenges created by Globalization of business markets.
- Know the use of web for developing public and private intranet and private intranet applications.
- Know online retailing, marketing and advertising.

**Course Contents:**

**UNIT I: Introduction to Information Systems**

**LH.3 hrs**

1. Information Systems versus Information Technology
2. Computer literacy Versus Information literacy
3. Process of converting data into information
4. Need of Information Systems
5. Information Systems and Organizational Structures
6. Contribution of Information Systems to individual, work group and organization wide decision making

**UNIT II: Information systems for managerial decision making**

**LH.5 hrs**

1. Transaction processing systems
2. Management Information Systems
3. Intelligent Support Systems
  1. Decision Support Systems
  2. Executive Information Systems
4. Office Automation Systems
5. Case Study

**UNIT III: Decision Support Systems** **LH.4 hrs**

1. Application of Decision Support System
2. Components of Decision Support System
3. Functions of Decision Support System
4. Group Decision Support System
5. Case Study

**UNIT IV: Business Information Systems** **LH.6 hrs**

1. Functional Information Systems
2. Marketing Information Systems
3. Manufacturing Information Systems
4. Quality Information Systems
5. Human Resource Information Systems
6. Case Study

**UNIT V: Strategic Information Systems** **LH.6 hrs**

1. Characteristics of Strategic Information Systems
2. Strategies for developing Strategic Information Systems
3. Strategic Information System plan
4. Case Study

**UNIT VI: Introduction to Electronic Commerce** **LH.4 hrs**

1. Definitions of Electronic Commerce
2. Forces fueling Electronic Commerce
  1. Electronic forces
  2. Marketing and commercial interaction forces
  3. Technology and digital convergence
  4. Implication of various forces
3. Types of Electronic Commerce
  1. Inter organizational Electronic Commerce
  2. Intra organizational Electronic Commerce
4. Key questions for management
  1. Competitive pressure
  2. External threat
  3. Incorporating changes
  4. Designing new organizational structure
  5. Management options and priorities

**UNIT VII: World Wide Web applications** **LH.4 hrs**

1. Components of the web architecture
2. Reasons of popularity of the web
  1. Ease of publishing
  2. Web as the new distribution channel

3. Network centric computing
4. New Intra business architecture
3. The web and the Intra Business commerce
4. Intranet architecture

#### **UNIT VIII: Firewalls and Transaction security**

**LH.4 hrs**

5. Firewalls and network security
  1. Types of firewalls
  2. Firewall security policies
6. Transaction security
  1. Types of online transactions
  2. Requirements of transaction security
7. Encryption and transaction security
  1. Secret Key encryption
  2. Public Key encryption
  3. Implementation and management issues

#### **UNIT IX: Electronic payment systems**

**LH.7 hrs**

1. Overview of electronic payment technology
  1. The online shopping experience
  2. Limitations of traditional payment instruments
2. Electronic or Digital cash
  1. Properties of electronic cash
  2. Digital cash in action
3. Electronic checks
  1. Benefits of electronic checks
  2. Electronic checks in action
4. Online credit card based systems
  1. Types of credit card payments
  2. Secure electronic transaction
5. Online financial instruments
  1. Debit cards at point of sale
  2. Debit cards and electronic benefit transfer
  3. Smart cards
6. Consumer, legal and business issues

#### **UNIT X: Electronic commerce and retailing**

**LH.4 hrs**

1. Changing retail industry dynamics
  1. Overbuilding and capacity
  2. Demographic changes
  3. Consumer behavior
2. Mercantile models from the consumer's perspective
  1. Distinct phases of a consumer Mercantile model
  2. Pre-purchase preparation
  3. Purchase consummation

4. Post-purchase interaction
3. Management challenges in online retailing
  1. Retailing strategy
  2. Managing channel conflict
  3. Pricing online products and services
  4. Design of layout of an online store

**UNIT XI: Marketing and advertising**

**LH.3 hrs**

4. Getting found on the Internet
5. Personalization
6. Virtual societies
7. Localization
8. Banner Ads
9. Launching a new product

**References:**

1. Uma G Gupta, "*Management Information System, A Managerial Perspective*", Galgotia Publication Pvt. Ltd.
2. Larry long, "*Management Information System*", PHI
3. Ravi Kalkota, Andrew B. Whinston, "*Electronic Commerce, A Manager's Guide*", Pearson Education Asia
4. Ravi Kalkota, Andrew B. Whinston, "*Frontiers of Electronic Commerce*", Pearson Education



**Course Title: Organization Change and Design**  
**Code No: CO 532**  
**Area of Study: Core**  
**Credit: 2**

### **Course Objectives**

The Course will discuss how to manage organization-wide structural and cultural changes that lead to organizational design(s) that enhance organizational effectiveness. From this course the student will be understand the mechanics of organizational change and apply theoretical analysis to design organizational change processes

### **Course Contents**

#### **Part I: The Organization and Its Environment LH. 4 hrs**

- Organizations and Organizational Effectiveness
- Stakeholders, Managers, and Ethics
- External Environment & Organizational Relationships
- Managing in a Changing Global Environment
- Case Study

#### **Part II: Organizational Change LH. 8 hrs**

- Types and Forms of Organizational Change
- Planning and process of organizational change
- Organizational Transformations: Birth, Growth, Decline, and Death
- Strategies for change: Directive strategy, Expert strategy, Negotiating strategy, Educative strategy, Participative strategy
- Case Study

#### **Part III: Organizational Decision Making in changing environment LH. 8 hrs**

- Decision Making, Learning, Knowledge Management, and Information Technology
- Innovation, Entrepreneurship, Creativity, transformation and change management
- Managing Conflict, Power, and Politics
- Case Study

#### **Part IV: Organizational Development and Design LH. 5 hrs**

- Basic Challenges of Organizational Design
- Designing Organizational Structure: Authority and Control
- Designing Organizational Structure: Specialization and Coordination
- Case Study

#### **Part V: Organizational Culture LH. 4 hrs**

- Creating and Managing Organizational Culture
- Organizational Design and Strategy in a Changing Global Environment
- Case Study

**Part VI: Technology and organizational effectiveness**

**LH. 3 hrs**

- Organizational Design, Competences, and Technology
- Case Study

**References:**

Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Thomson Learning

Ramnarayan S., T.V. Rao and Kuldeep Singh, *Organisation Development Interventions and Strategies*, Response Books, New Delhi

French, Wendell L. and Lecil H. Bell, *Organisation Development*, PHI, New Delhi

Huse, F E. and Cummings, T G. *Organization, Development and Change*. 3rd ed. New York, West, 1985

**Course Title: Entrepreneurship**  
**Code No: CO 533**  
**Area of Study: Core**  
**Credit: 2**

**Course Objectives:**

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

**Course Content**

**Unit I: Concept of Entrepreneurship**

**LH. 4 hrs**

Definition, Types and Significance, Entrepreneurial Traits/Characteristics, Functions of an entrepreneur

**Unit II: An Overview of Entrepreneurship**

**LH. 8 hrs**

Role and importance of entrepreneur in economic growth, Distinction between an entrepreneur and a manager, Entrepreneurship and innovation, Meaning of Small Enterprises, Problems of small enterprises in Nepal and Global, Women entrepreneurship: Scope, importance and problems, Case Study on Women Entrepreneurship

**Unit III: Entrepreneurship Motivation**

**LH. 4 hrs**

Maslow's Need Hierarchy Theory, Mc Clelland's Acquired Needs Theory, Motivating Factors,

**Unit IV: Growth of Entrepreneurship in Nepal**

**LH. 8 hrs**

Growth of Entrepreneurship in Nepal, Factors for Growth (Economic and Non-economic), Rural Entrepreneurship, Importance and problems of rural entrepreneurship, INGOs and NGOs in ED in Nepal, Entrepreneurship Competency Development (ECD) in Nepal, Case study in Rural Entrepreneurship and ECD

**Unit V: Institutional Support to Entrepreneurship in Nepal: Financial Support Agencies**

**LH. 4 hrs**

Role of Commercial Bank (ADB, NABIL, NBL, RBB etc), Role of Development Bank (Gramin Bank, Nirdhan Bank etc.), Role of Finance Companies and Cooperatives

**Unit VI: Institutional Support to Entrepreneurship in Nepal: Technical & Logistic Support**

**LH. 4 hrs**

Government Agencies: DoI, IEDI, CTEVT, and Industrial States, Specialized Agencies: FNCCI, BMOs, Consultancy Agency: Law Firm, Audit Firm, BDS providers

**References:**

Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi

Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Books, New Delhi 4.

Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi

**Nature of Course: Specialization Finance**  
**Course Title: Financial Theory & Corporate Policy**  
**Code No: FN 531**  
**Credit: 3**

### **Course Objectives**

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

### **Course Description**

- Unit I: Introduction** **LH.3 hrs**  
Overview of nature of finance, finance functions, goals of financial management, concepts and practice of agency theory within the corporation, empirical evidences on financial management practices.
- Unit II: Financial ratios as predictors of corporate failure** **LH.6 hrs**  
Overview of financial statements and financial ratios; financial ratios, empirical evidences on financial ratios as predictors of corporate failure.
- Unit III: Portfolio Theory & Market Equilibrium** **LH. 12 hrs**  
Overview of portfolio theory: Utility theory, mean & variance of single asset, mean & variance of portfolio of assets, correlation & covariance, the portfolio opportunity set, the efficient set, selection of optimal portfolio, market equilibrium (the CML), pricing inefficient portfolios, the capital asset pricing model (the SML), the CAPM: applications & evidences, portfolio beta, required return on securities, inflation and SML, the CAPM and the market return on risky debt, CAPM and cost of equity, CAPM and WACC, CAPM and capital budgeting, CAPM & investment decision, factors affecting beta, empirical evidences on CAPM, arbitrage pricing theory: macroeconomic variables related to the APT, difference between the CAPM and the APT, and current status of the APT.
- Unit IV: Investment decisions** **LH.6 hrs**  
Overview of techniques of capital budgeting, comparison of net present value with internal rate of return, cash flows for capital budgeting problems, projects with different lives, empirical evidence and applications.
- Unit V: Capital structure and cost of capital** **LH.9 hrs**  
Overview of capital structure and cost of capital; empirical evidences; cost of capital, corporation finance and the theory of investment.
- Unit 6: Working capital management** **LH. 6 hrs**  
Overview of working capital management including the management of cash, receivables, and inventories; Empirical evidence and applications.
- Unit 7: Dividend policy** **LH. 6 hrs**  
Overview of dividend policy, theory, empirical evidences and applications

### **References:**

1. Thomas E. Copeland, J. Fred Weston and Kuldeep Shastry, *Financial Theory and Corporate Policy*, Pearson Education.
2. Eugene F. Brigham, and Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson Asia, Singapore.

### **Articles:**

1. Brandon Julio and Youngsuk Yook, 'Political Uncertainty and Corporate In Cycles', *The Journal of Finance*, VOL. LXVII, NO. 1, February 2012.
2. Cecilla Wagner Ricci "A survey & analysis of receivables practices in American Corps.", *FPE*, 1999.
3. Choong Tze Chua, Jeremy Goh, and Zhe Zhang, 'Expected Volatility, Unexpected volatility, and the Cross-section of Stock Returns', *The Journal of Financial Research*, Vol. XXXIII, No. 2, Summer 2010, Pages 103–123.
4. G. William Schwert, 'Stock Volatility during the Recent Financial Crisis', *European Financial Management*, Vol. 17, No. 5, 2011, 789–805.
5. Harold Bierman, "Capital Budgeting in 1993", *Financial Management*, Vol. 24, 1993
6. Hyun-Han Shin and Luc Soenen, "Efficiency of working capital management and corporate profitability", *Financial Practice and Education*, (Fall/Winter 1998), 37-45.
7. James O. Horrigan. "A Short history of Financial ratio analysis", *The Accounting Review*, (April, 1968),pp. 284-294.
8. Laurence Booth, Varouj Aivazian, Asli Demirguc-Kunt, and Vojislav Maksimovic, "Capital structure in developing countries", *The Journal of Finance*, (February 2001), pp.87-119.
9. Lawrence D. Schall, Gary L. Sundem and William R. Geusbeek Jr., " Survey and analysis of capital budgeting methods", *The Journal of Finance*, (March 1978), pp.281-286.
10. Lawrence J. Gitman and Pieter A. Vandenberg, "Cost of capital techniques used by major US firms:1997 vs 1980", *Financial Practice and Education*, (Fall/Winter 2000), pp. 53-68.
11. Marc Deloof, "Does working capital management affect profitability of Belgian firms?", *Journal of Business Finance & Accounting*, 30 (3) & (4), April/May 2003, pp.573-587.
12. Nicolae G. Arleanu, Stavros Panageas and Jianfeng Yu, 'Technological Growth and Asset Pricing' *The Journal of Finance*, VOL. LXVII, NO. 4, August 2012, pages 1265-1292.
13. Robert Connolly and Chris Stivers, 'Macroeconomic news, stock turnover, and volatility clustering in daily stock returns', *The Journal of Financial Research*, Vol. XXVIII, No. 2, Summer 2005, Pages235–259.
14. Stephen H. Archer and Charles A. D'Ambrosio, *The Theory of Business Finance*, (New York: The Macmillan Company), 1968.
15. Varouj Aivazian, Laurence Booth and Sean Cleary, 'Do emerging market firms follow different dividend policies from US firms?', *The Journal of Financial Research*, Vol. XXVI, No. 3, Fall 2003 Pages 371–387.

**Nature of Course: Specialization Finance**  
**Course Title: Capital Structure Management**  
**Code No: FN 532**  
**Credit: 3**

**Course Objectives:**

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

**Course Content**

**Unit I: Introduction. LH.3 hrs**

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

**Unit II: Intermediate Financings LH.10 hrs**

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

**Unit III: Common Stock Financing LH.8 hrs**

Rights of holders of common stock; Nature of voting rights: cumulative and non-cumulative voting; Preemptive right; Use of rights in financing: value of rights and effect on shareholders' wealth.

**Unit IV: Refunding Operation LH.5 hrs**

Refunding decision of debt and preferred stock under present value approach

**Unit V: Warrants and Convertibles LH.12 hrs**

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

**Unit VI: Theory of Capital Structure LH.10 hrs**

Introduction; Approaches to capital structure: NI approach, NOI approach, and traditional approach; Modigliani and Miller position: Arbitrage argument; Corporate and personal taxes; Effect of bankruptcy costs and agency costs; Pecking order theory; Empirical evidence concerning capital structure.

**References:**

1. Van Horne, James C., *Financial Management and Policy*: PHI, New Delhi
2. Weston, J. Fred and Thomas E. Copeland, *Managerial Finance*: The Dryden Press, NY
3. Copeland, T.E., Weston, J.F., Shastri, K., & Katz, J.M., *Financial Theory and Corporate Policy*: Pearson, New Delhi

**Nature of Course: Specialization Marketing**  
**Course Title: Consumer Behavior**  
**Code No: MK 531**  
**Credit: 3**

**Course objective:**

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

**Course Content**

**Unit I: Introduction**

**L.H. 4**

Concept and nature of consumer behavior analysis, Relevance of consumer behavior in marketing management

**Unit II: Theory and Models of Consumer Behavior**

**L.H. 8**

Behavioral science and consumer behavior, Development of theories for consumer behavior analysis, Consumer behavior models: Traditional models, behavioral science models, and contemporary models (Nicosia, Howard-Seth, EBK, Engel, Black well and Kollat models).

**Unit III: Consumer Decision Process**

**L.H. 12**

*Problem recognition:* types of problems, problem recognition process, and marketing implications. *Information search:* types and sources of information, amount of information, and marketing implications. *Evaluation:* affective, attribute-based and attitude-based choices. Evaluative criteria. Marketing interventions in evaluation. *Purchase:* outlet choice and brand choice. Marketing interventions in purchase decisions. *Post purchase behavior:* cognitive dissonance, satisfaction, complaints, and product dispositions. Marketing implications of the post purchase outcomes.

**Unit IV: Individual Determinants**

**L.H. 12**

*Perception:* information processing and perceptual process, factors influencing attention and interpretation. *Learning:* classical conditioning, cognitive, and vicarious learning. *Memory:* short-term and long-term memory. *Motivation:* sources of consumer motivations. *Personality:* personality theories and their applications in marketing. *Attitude:* attitude development, attitude theories and models, marketing communication and attitude change.

**Unit V: Socio-environmental Determinants**

**L.H. 12**

*Family influences:* family life cycle, and family purchase decisions. *Social groups:* types of group, group properties, reference group's influences. *Social class:* social class stratification and characteristics. Social class's influence in consumer behavior. *Culture and sub-culture:* characteristics of culture, cultural dynamism, and cultural influences on consumer behavior.

## References

- David L. Loudon and Albert J. Della Bitta, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
- Leon G. Schiffman, *Consumer Behavior*, Prentice Hall Of India, New Delhi.
- Del I. Hawkins, Roger J. Best and Kenneth . Coney, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
- Engles, James F., Roger D. Blackwell and David T. Kollat, *Consumer Behavior*, The Dryden Press, New York



**Nature of Course: Specialization Marketing**  
**Course Title: Marketing Research**  
**Code No: MK 532**  
**Credit: 3**

**Course Objective:**

The objective of this course is to enable students learn the process, tools and techniques of marketing research

**Course Content**

**UNIT I: INTRODUCTION**

**L.H. 6**

1. Concept and classifications of Marketing Research
2. Marketing Manager's and marketing Researcher's complaint about each other plus their responsibility and involvement in research process.
3. Marketing Research Suppliers and Services
4. Organization of Marketing research
5. Scientific Methods in Marketing Research:
  - a. Concept of Scientific Method
  - b. Difficulties in applying scientific methods in Marketing research
6. Marketing Research Process
7. Career in Marketing Research
8. Ethics in Marketing Research
9. Problem definition : Concept and process

**UNIT II: MARKETING RESEARCH DESIGN**

**L.H. 9**

1. Concept, Elements and Importance of Research Design
2. Classification of Research Design:
  - a. Exploratory Research Design – Meaning, Purposes and Methods
  - b. Descriptive Research Design – Meaning, Purposes and Methods
  - c. Experimental Research Design – Meaning, Purpose and Methods
3. Methods of Collective Primary Data
  - a. Questionnaire and its construction procedure
  - b. Observation and Its Method
  - c. Interview and Its Types
4. Secondary Data Their Pros and cons and classification and Criteria for Evaluating secondary data
5. Sampling Terminologies, Process and Methods
6. Fieldwork
  - a. Concept if fieldwork and fieldworker
  - b. Fieldwork Process
  - c. Common Sources of Error in Fieldwork and Their Minimization

**UNIT III: DATA ANALYSIS AND REPORTING**

**L.H. 11**

1. Concept and Stages of Data Analysis (Editing, Coding, Classifications and Tabulation)

2. Data Analysis Methods:
  - a. Descriptive Analysis and Its Tools
  - b. Statistics Analysis and Its Tools
3. Meaning, Formulation and Test of Hypothesis
  - a. Hypothesis Testing Procedure and use of univariate, Bi-variate and Multi-variate tools.
4. Presentation of Marketing research reports

#### **UNIT IV: PRODUCT RESEARCH**

**L.H. 6**

1. Research for Developing product specification
2. Concept test and its Methods
3. Product test and its Methods
4. Test Marketing, its Direct and indirect cost and techniques
5. Brand Image and Identity Research

#### **UNIT V: ADVERTISING RESEARCH**

**L.H. 5**

1. Copy testing Research and its methods
2. Media Research and Media Audiences methods of Audience Measurement
3. Measurement of Advertisement Effectiveness

#### **UNIT VI: MARKET AND SALES RESEARCH**

**L.H. 5**

1. Market/ Sales potential Analysis, its uses and methods
2. Sales forecasting and its methods
3. Sales Analysis and its Bases
4. Distribution cost Analysis

#### **UNIT VII: ATTITUDE AND PSYCHOGRAPHIC RESEARCH**

**L.H. 6**

1. General methods of collecting and measuring attitude data
2. Specific Methods of collecting and measuring attitude data
3. Multidimensional scaling of perception and preferences
  - a. Concept, uses and limitation of Multidimensional scaling
  - b. Conducting Multidimensional scaling
4. Motivation Research

#### **References:**

1. Boyd, Harper W., Jr., Westfall, Ralloh and Stasch, Stanley F. (2005). Marketing Research : text and cases, Delhi : Richard D. Erwin
2. Kerlinger, F.N. (1986). Foundation of Behavior Research New York : Holt, Rinehart and Winston.
3. McGown, K.L. (1989). Marketing Research: Text and cases Mass , Winthrop Publications
4. Saunders, M., Lewin P., and Thornbill (2003). Research Pearson Education
5. Sekeran, U. (2007) Research methods for business : A Skill Building approach. Singapore: John Wiley and Sons
6. Green, Paul E. Tull, D.S. and Albaum, G.(2005). Research for marketing decisions New Delhi:PHI
7. Brenson, Mark L. Lerine, David M., and Krebbiel, Timothu (2002). Basic business statistics. Englewood cliffs, N.J.: Prentice Hall.

**Nature of Course: Specialization HRM**

**Course Title: Human Resource Planning and Development**

**Code No: HR 531**

**Credit: 3**

**Course objective:**

The objective of this course is to develop a conceptual and advance understanding of human resource planning and career development.

**Course Content**

**Unit I: Introduction**

**L.H. 8**

Concept and objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Qualitative and quantitative dimensions of HRP, Labour market behavior and its impact on HRP, Analysis of performance and productivity, Micro and macro HRP, Labour economics.

**Unit II: Human Resource Information System**

**L.H. 8**

Concept, Objectives of HRIS, HRIS states of development, HRIS module, HRIS stages and development, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

**Unit III: Human Resource Planning Process**

**L.H. 12**

Forecast and Projection, Types of HR forecasts, Time scale of HRP forecasts, Methods of HR demand forecasting at macro and micro level, Supply forecasting, Wastage analysis, age population balance, Pattern of internal movement of employees in the organization Issues and difficulties in manpower forecasts, Manpower planning models; productivity, technology and HRP.

**Unit IV: Career Planning**

**L.H. 12**

Succession planning: Concept, Objectives and process, Career planning and development, Stages of career, early career and mid career crisis and its management, types of career development programs, issues in career development process, careers anchors, career development and employment empowerment.

Strategic Human Resources Planning, HR accounting and audit

Concepts, methods and tools for strategic manpower, key steps for strategic HRP, a business process approach to HRP. Strategic HRP in Nepalese organizations. Methods for valuation of human resources, HRD audit- concepts and importance, HRD research, HRD and national planning.

**Unit V: Human Resource Planning in Nepal**

**L.H. 8**

Demographic trend analysis, Forecasting of demand and supply of technical and non-technical manpower in Nepal, gap analysis, Shortage of skilled manpower and its effect on development, issues of human resource development at the national level.

**References:**

James W Walker, *Human Resource Planning*, McGraw Hill

M.J. Kavanagh, *Human Resource Information System: Development and Application*.

D.K. Bhattacharya, *Human Resource Planning*, 2012, Second edition, Excel Books

Vivek Paranjpee, *Strategic Human Resource Planning*, 1997 ed., Allied Publisher

**Nature of Course: Specialization HRM**

**Course Title: Industrial Labour and Managerial Relations**

**Code No: HR 532**

**Credit: 3**

***Course Objective***

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

***Course Content***

- Unit I:** Industrial Relations – Definition and Main Aspect L.H. 5  
Concept and Definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relations.
- Unit II:** Labor Unions L.H. 5  
Concept and Definition, Objectives of Labor Unions, Functions of Labor Unions, Labor Union in Nepal.
- Unit III:** Labor Laws and Legislation. L.H. 5  
Labor Act, Trade Union Act, Labor Legislation in Nepal, Minimum Wage Legislation
- Unit IV:** Industrial Conflict L.H. 5  
Causes if Industrial Conflict and Strike, Prevention and Resolution of Industrial Conflict
- Unit V:** Labor Management Cooperation/ Worker’s Participation in Management L.H. 8  
Meaning and Goals, Level and Forms of Labor Management Cooperation and Worker’s Participation, Worker’s Participation in Management in Nepal.
- Unit VI:** Labor Welfare and Social Security L.H. 10  
Concept and Objectives of Labor Welfare, Types of Labor Welfare Program, Concept and Method of Social Security, Labor Welfare and Social Security in Nepal.
- Unit VII:** ILO and Nepal L.H. 5  
Governing Principles and Objectives of ILO, Functions and Activities of ILO, Structure of ILO, Labor Standards, ILO and Nepal.
- Unit VIII:** Comparative Industrial Relations L.H. 5  
Comparison of Industrial relations of different major countries

**References:**

- Mamoria, C.B., S. Mamoria and S.V. Gankar, *Dynamics of Industrial Relations*, Mumbai: Himalaya Publishing House
- Monappa, Arun, *Industrial Relations*, New Delhi, Tata McGraw-Hill Publishing House
- ILO, *Labor Administration, A profile on Nepal*, Kathmandu: ILO Office
- Shyam B Katuwal, *Management of Industrial Relations*, Molung Foundation, 2011

**Nature of Course: Specialization International Business**

**Course Title: International Business Environment**

**Code No: IB 531**

**Credit: 3**

**Course Objective:** This course aims to acquaint the graduate students regarding critical issues of international environment and also intends to enhance their understanding over the implication of such environment in the competitive world.

**Course Content**

**Unit I: Introduction and overview:**

**L.H. 6**

World- Continents; Countries- idea about its location; Major geographical areas; International Business: An overview; types of international business; the external environment; the economic and political environment, the human cultural environment; influence on trade and investment patterns; recent world trade and foreign investment-trends, country risk.

**Unit II: Major Economic Systems:**

**L.H. 8**

Overview of world economic systems, Capitalism: Elements of the market economy, freedom of enterprise, competitive market: supply and demand, private property, market structure: monopoly and oligopoly, competition policy, social market capitalism, Asian Capitalism, The planned economy, From State plan to market: the example of China; Globalization and regionalization

**Unit III: The Cultural Environment Facing Business**

**L.H. 5**

Identification and dynamics of culture, social structure, Religious and Ethical Systems, Western Values and Asian Values, the debate, organizational culture, cultural Change , Cultural globalization, Behavioral Practices Affecting Business,

**Unit IV: The Political and Legal Environment Facing Business:**

**L.H. 9**

Introduction: the political environment basic political ideologies, how political factors affect business, Nation- State and political framework: Territoriality and the state, sovereignty, political risk and national security, Transitional democracies; Regional divergence in democratic transition, Transitional democracies and international business. Global politics :The United Nations, The European Union, formulating and implementing political strategies, The Legal Environment: How legal system affect business, Legal issues in international business, the growing impact of international law on business

**Unit V: Technology and Innovation:**

**L.H. 6**

Concept and processes, Technology Transfer: Channels for international technology transfer, Technology diffusion and innovation, Information and communication Technology (ICT): the technology revolution, the internet and e-commerce, biotechnology, Globalization and technological innovation

**Unit VI: International Financial Environment:**

**L.H. 8**

Introduction, International capital markets: Stock exchange, Bond markets; Development of International Monetary System: The gold standard, The Bretton Woods agreement; Foreign Exchange in the contemporary environment; Exchange rate systems, Money markets; The IMF and World Bank, Global markets for corporate control: Mergers and acquisitions, Trends in cross-border mergers, the global financial environment and developing countries

**Unit VII: Challenges of the International Environment:**

**L.H. 6**

Global and national environments: an overview, change in business environment, challenges of environmental protection and climate change, Challenges of the new information age, Globalization and diversity: the way ahead

**References:**

- Morrison, Janet (2002); The International Business Environment, Diversity and the Global Economy; Great Britain, PALGRAVE
- Daniels, John, D., Radebaugh, Lee H. and Sullivan Daniel P,( 2004): International Business; Environments and Operations, Patparganj Delhi, Pearson Education (Singapore) Pvt. Ltd, Indian Branch.
- Hill, Charles W.L. (2007); International Business; Competing in the Global Market Place: New York, USA, McGraw-Hill Irwin.
- Rugman, Alan M. and Hodgetts, Richard M. (2004), International Business, Pearson, LPE, Delhi, 3<sup>rd</sup> edition.
- Paul, Justin, (2005), International Business, New Delhi, Prentice-Ha of India Pvt. Ltd. 2<sup>nd</sup> edition.
- Cherunilam, Francis (2011); International Business; Text and Cases, New Delhi, PHI Learning Pvt. Ltd. 5<sup>th</sup> edition.

**Nature of Course: Specialization International Business**

**Course Title: Export Import Management**

**Code No: IB 532**

**Credit: 3**

**Course Objective:**

The basic objective of the course is to focus on realities of export import management in the global scenario and inject the knowledge and vision among the students in rationalizing the export import management of developed and developing world.

**Course Content**

**Unit-I**

**L.H: 14**

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System; Role of ICC; INCOTERMS; nature of export/trading houses.

**Unit-II**

**L.H 12**

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

**Unit-III**

**L.H: 12**

Methods of payment in international trade; documentary collection of export bills; realization of export proceeds; pre-shipment and post-shipment finance; role of EXIM bank

**Unit-IV**

**L.H: 10**

Major export promotion schemes in Nepal – duty exemption scheme; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and trade promotion board

**References:**

M.D. Jitendra, **Export Procedures and Documentation**, Rajat Publications, Delhi.

Pervin Wadia, **Export Markets And Foreign Trade Management**, Kanishka Publications, New Delhi.

WTO(2012). **FOCUS and PRESS RELEASE**. Geneva: WTO Press

Bertil Ohlin (1991). **Theory of International Trade**, OUP

**World Bank Annual Report** (Current Year)

**Nature of Course: Specialization P&SCM**  
**Course Title: Purchasing and Material Management**  
**Code No: PS 531**  
**Credit: 3**

### **Course Objectives**

The main goal of the course is to provide students in business administration with an in-depth understanding of the key activities involved in buying and utilizing materials as well as their impact on an organization's performance. The secondary objective is to develop the students' skills in communication, teamwork, and critical thinking through classroom discussions and case analysis.

### **Course Content**

- |   |                   |
|---|-------------------|
| <b>UNIT I:</b>  | <b>L.H. 4</b>     |
| Introduction to Materials Management – Introduction, Operation Environment, The Supply Chain Concept, What is Materials Management, Supply Chain Metrics  |                   |
| <br><b>UNIT II:</b>   | <br><b>L.H. 7</b> |
| Production Planning System – Introduction, Manufacturing Planning and Control System, Sales and Operations Planning, Manufacturing Resource Planning, Enterprise Resource Planning, Making the Production Plan  |                   |
| <br><b>UNIT III:</b>  | <br><b>L.H. 8</b> |
| Purchasing – Introduction, Establishing Specifications, Functional Specification Description, Selecting Suppliers, Price determination, Impact of Material Requirements Planning on Purchasing, Expansion of Purchasing into Supply Chain Management, Organizational Implications of Supply Chain Management. |                   |
| <br><b>UNIT IV:</b>   | <br><b>L.H. 8</b> |
| Forecasting – Introduction, Demand Management, Demand forecasting, Characteristics of Demand, Principles of Forecasting, Collection and Preparation of Data, Forecasting Techniques, Some Intrinsic Methods of forecasting: Average Demand, Moving Averages, Exponential Smoothing                            |                   |
| <br><b>UNIT V:</b>  | <br><b>L.H. 7</b> |
| Materials Requirement Planning – Introduction: nature of Demand, objectives of material requirement planning, linkages to other manufacturing planning and control functions. Bills of Material   |                   |



**UNIT VI:****L.H. 6**

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

**UNIT VII:****L.H. 8**

Just-in-Time Manufacturing and Lean Production – Introduction, Just-in-Time Philosophy, Waste, Lean Production, Lean Production Tools, Choosing from MRP (ERP), Kanban or Theory of Constraints. The Agile Supply Chain – Introduction: concept of agility, Agile Drivers and Practices

***References***

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

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

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

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

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

**Nature of Course: Specialization P&SCM**

**Course Title: Designing and Managing the Supply Chain**

**Code No: PS 532**

**Credit: 3**

**Course Objective:**

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

**Course Contents:**

**Unit I: Logistics and the Supply Chain**

**L.H. 8**

- Definitions, concepts, structure and tiering of logistics and the supply chain
- Emergence of supply chain management (SCM)
- 7- R for efficient SCM
  - Right material, Right quantities, Right condition, Right place, Right time, Right customer, Right cost
- Important dimensions in Logistics
  - Material flow, Information flow, Distribution, Network and capacity planning, & Supply chain development
- Competing through logistics
- Competing with logistics as a strategy
- Relationship in the supply chain
- Value chain (Porter's model)
- Theory of constraints (TOC)
- Supply chain strategies,
- Critics of the SCM.

**Unit II: Putting the end-customer first**

**L.H. 8**

- Concepts about the marketing perspectives on SCM: Business to Consumers (B2C) and Business to Business (B2B);
  - The marketing perspectives on customer expectations, &
  - Information revolution (Procurement, supply chain development, and new product development; Buyer seller relationships; Impact on Industry structure)
- Segmentation and demand forecasting
  - General segmentation criteria;
  - Important characteristics of segmentation;
  - Prerequisites of segmentation
  - Demand theories

- Demand elasticities
- Quality of service and customer loyalty (customer satisfaction, customer loyalty, Components of customer service)
- Setting priorities for logistics strategy.

### **Unit III: Managing the lead time frontier**

**L.H. 8**

- Concept of lead time frontier
- The role of time in competitive advantage
  - Time- based competition
  - Variety and complexity
  - Time- based initiatives
  - Time based opportunities to add value and reduce cost &
  - Limitations to time-based approaches
- Measurement and implementation of time based strategies
  - Time based process mapping
- Managing timeliness in the logistics pipeline
  - Make to stock (MTS)
  - Assemble to order (ATO)
  - Make to order (MTO)

### **Unit IV: Supply chain planning and control**

**L.H. 6**

- The supply chain game plan
  - Planning and control within manufacturing,
  - Managing inventory in the supply chain,
  - Planning and control in retailing
- Overcoming poor coordination in retail supply chains
  - Efficient consumer response (ECR)
  - Collaborative planning, forecasting and replenishment (CPFR)
  - Vendor-managed inventory (VMI)
  - Quick response (QR)

### **Unit V: Just – in – time (JIT) and the agile supply chain**

**L.H. 6**

- Just - in - time and lean thinking
  - The just - in - time system and its application to logistics
  - JIT management and zero defects
  - The seven wastes
  - Concept of lean thinking, principles of lean thinking and its application to logistics
  - Role of lean practices
- The agile supply chain
  - Concept of agility and its implication to competitiveness of the supply network
  - Fisher's supply chain matrix
  - Characteristics and distinguishing attributes of lean supply and agile supply
  - Successful agile practices

**Unit VI: Value, logistics cost, integrating and sourcing in the supply chain L.H. 6**

The concept of value and the application to SCM; Division of total costs and their application to SCM; Activity Based Costing; A balanced measurement portfolio; Supply chain operations reference model (SCOR); Use of cost information to create more value; Drivers of procurement value; Integration in the supply chain; Choosing the right relationship; Partnerships in the supply chain; Integration of upstream supply processes; Barriers for strategic partnership in the supply chain; Managing supply chain relationships; Purchase portfolio matrix (Kraljic Portfolio Matrix).

**References:**

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

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

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

**Nature of Course: Capstone**  
**Course Title: Strategic Management**  
**Code No: CA 541**  
**Credit: 3**

**Course Objectives:**

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

**Unit 1: Introduction**

**[6]**

Business Policy and the Evolution of Strategic Management; Conceptual Introduction to Strategy, Levels of Strategy; Introduction to Strategic Management – Definition, Model of Strategic Management Process; Understanding Strategic Intent, Business Vision, Mission, Objectives, Goals

**Unit 2: Environment and Analysis**

**[10]**

*Part A*

- Environmental Analysis – Components of External environment; Models of External Environment Analysis – PESTEL, SWOT, ETOP; Pitfalls in Environmental Scanning;
- Industry Analysis – Industry features; Industry Boundaries; Industry structure; Industry attractiveness;
- Competitive Analysis – Role of competitive forces in shaping strategy; Porter's Five Forces Model; Competitor Analysis – Competitor's strategy, Competitor's performance, Competitor's strengths and weaknesses, Competitor's retaliation;

*Part B*

- Internal Analysis – Importance; Dynamics – Organizational resources, Organizational behavior, Strengths and Weaknesses, Synergistic effects, Competencies, Organizational capability, Strategic and Competitive advantage;
- Value Chain Analysis – Concept, Usefulness of Value Chain Analysis;
- Core Competence – Concept, Relationship between core competence and core competitive advantage;

- Competitive Advantage – Concept, Sources of competitive strategy, Building blocks of competitive advantage – super efficiency, superior quality, superior innovation, superior responsiveness, Sustaining Competitive advantage;

### **Unit 3: Strategy Formulation and Choice** **[10]**

- Introduction; Generating Strategic Alternatives;
- Strategic Analysis and Choice – Nature of Strategic Analysis and Choice; Portfolio Analysis – Concept and Assessment of Portfolio Analysis; BCG Matrix and GE-Nine Cell; Relationship between culture and strategy choice;
- Corporate Strategy – Expansion, Stability, Retrenchment, Combination strategies; Concentration strategies; Integration strategies; Diversification strategies;
- Business Strategy – Concept; Generic Business strategies – Cost leadership, Differentiation, Focus; Industry Life Cycle Model;

### **Unit 4: Strategy Implementation** **[10]**

- Nature of strategy implementation; Interrelationship between formulation and implementation – forward linkages and backward linkages;
- Resource Allocation – Importance; Approaches – Top-Down, Bottom-Up, Strategic budgeting; Factors affecting resource allocation;
- Structural Implementation – Importance of Organizational structure; Types of Organizational Structures; Organizational Design and Organizational Change;
- Leadership and Behavioral Implementation – Strategic leadership and its importance; Role of the strategic leader; Corporate culture and its relationship with strategy; Corporate Politics and Strategic Use of Power;

### **Unit 5: Strategic Evaluation and Control** **[6]**

- Nature of Strategic Evaluation and Control; Importance and Barriers;
- Strategic control – Premise control, Implementation control, Strategic surveillance, Special Alert control;
- Operational control – Process of Evaluation, Setting standards, Measurement of performance, Analyzing variance, Taking corrective actions

## **Unit 6: Current Issues in Strategic Management**

[6]

Corporate Social Responsibility (CSR) – Introduction, Need and Benefits of CSR;  
Business Ethics – Introduction, Importance, Unethical Behavior, Ethical Dilemma;  
Corporate Governance – Governance and Social Responsibility, Social Responsiveness;

### **References:**

- Azhar Kazmi, **Strategic Management & Business Policy**, Tata McGraw Hill, Third Edition, 2008.*
- Thomas L. Wheelen, J. David Hunger and Krish Rangarajan, **Strategic Management and Business policy**, Pearson Education., 2006*
- Fred. R. David, **Strategic Management and cases**, PHI Learning, 2008.*
- Charles W.L. Hill & Gareth R. Jones, **Strategic Management Theory: An Integrated approach**, Biztantra, Wiley India, 2007.*
- Gautam, Dhruba Kumar, **Strategic Management Concept & Application**, Asmita Publication, Kathmandu, 2006*

**Nature of Course: Capstone**  
**Course Title: International Business**  
**Code No: CA 542**  
**Credit: 2**

**Unit I: Introduction**

**LH 5**

International Business –Definition; Internationalizing business-Advantages –factors causing globalization of business; International business environment; Protection Vs liberalization of global business environment.

**Unit II: International Trade and Investment**

**LH 8**

Promotion of global business – the role of WTO – Multilateral trade negotiation and agreements, Tariff and Non-tariff Barriers, Regional trade blocks; Challenges for global business; Global trade and investment scenarios; Theories of international trade and theories of international investment. Balance of Trade and Balance of Payment

**Unit III: International Business Strategy**

**LH 8**

Foreign market entry strategies; Country evaluation and selection, Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model; Factors affecting foreign Investment decisions; Impact of FDI on home and host countries; Types and motives for foreign collaboration; Control mechanisms in IB.

**Unit IV: Financial Management of International Business**

**LH 6**

Methods of payment in International Trade; Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model;

**Unit V: Challenges in IB**

**LH 5**

Cross cultural challenges in IB; International staffing decisions; Expatriate staff; Conflict in international business- sources, types and negotiation, Ethical dilemmas in International Business, and social responsibility issues.

**References:**

*Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, 2009.*

*John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.*

*Sundaram, Anant K and Steward J. Black, The International Business Environment: Text and Cases, Prentice Hall of India, New Delhi*

*K. Aswathappa, International Business, Tata McGraw Hill, 2008.*

*Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.*

*Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata McGraw Hill, 2006.*

*Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.*



**Nature of Course: Specialization Finance**  
**Course Title: Financial Derivatives and Engineering**  
**Code No: FN 545**  
**Credit: 3**

**Course Objective:**

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

**Unit I: Introduction**

**L.H. 6**

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

**Unit II: Future Markets**

**L.H. 8**

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

**Unit III: Option Markets**

**L.H. 8**

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

**Unit IV: Option Payoffs and Option Strategies**

**L.H. 10**

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

**Unit V: Swaps Market**

**L.H. 8**

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

**Unit VII: Financial Engineering**

**L.H. 8**

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

**References:**

Robert W. Kolb, **Futures, Options & Swaps**, Blackwell, Oxford  
John C. Hull., **Options, Futures, and Other Derivatives**, Pearson Education, Inc  
S. Eckl, J.N. Robinson, and D.C. Thomas, **Financial Engineering**, Blackwell, Oxford  
Kiran Thapa , Jhabindra Pokharel, **Financial Derivatives and Risk Management**, Ashmita Books Publishers & Distributors

**Nature of Course: Specialization Finance**  
**Course Title: International Financial Management**  
**Code No: FN 546/ IB 545**  
**Credit: 3**

**Course Objectives:**

This course aims at providing knowledge to the students on the concepts and theories and their applications in international business and finance, international trade and foreign investment, and foreign exchange rate risk management.

**Unit 1: An Overview of Multinational Financial Management** **LH 5**

Goals of international Financial Management; Globalization of world Economy; Emerging global markets and international opportunities; Overview of multinational corporations (MNC); MNC's cash flows and valuation model for an MNC.

**Unit 2: International Monetary System** **LH 5**

Evolution of international monetary system; international flow of funds; Factors effecting international trade flows; Balance of payment and correcting balance of trade deficits; International capital flows.

**Unit 3: International Financial System** **LH 5**

International financial market; foreign exchange market; Euro currency market; Euro credit market; Euro bond market; interest rate comparison among countries; International stock market; Effects of financial market on MNC's value.

**Unit 4: The Foreign Investment Decision** **LH 6**

Direct foreign investment (DFI): Motives and benefits; International diversification and its benefits on multiple project; Risk and return analysis of international projects; Impact of DFI on MNC's value.

**Unit 5: Multinational Capital Budgeting** **LH 7**

Subsidiary Vs parents prospective; Inputs for multinational capital budgeting; Analysis and example of multinational capital budgeting; Risk adjustment; Impact of multinational capital budgeting on MNC's value.

**Unit 6: Country Risk and Political Risk Management** **LH 6**

Types of country risk assessment; Techniques of assessing country risk; Quantifying and rating country risk; Capital budgeting and country risk; Political risk measurement and management; Post expropriation policies; Growth optional and project evaluation

**Unit 7: Multinational Cost of Capital and Capital Structure** **LH 7**

Cost of capital for MNC; Cost of capital across countries; Capital structure decision; Interaction between subsidiary and parent financing decision; Target capital structure on local Vs global basis; Capital structure across countries

**Unit 8: Taxation of Multinational Firm**

**LH 5**

Taxation of multinational corporation and tax incentives for foreign trade; Tax haven and MNC; Taxation and corporate organization

**Unit 9: Long Term Financing Decision**

**LH 8**

Actual bond financing cost; Comparing bond denomination alternatives; Financing with floating rate euro bonds; Exchange risk of foreign bonds; Long term financing in multiple currencies; Swaps to hedge financing cost; Foreign debt maturity decision; impact of long term financing decision on NMC's value.

**References:**

Jeff Madura, **International Financial Management**, Asian Books Pvt Ltd, New Delhi.

A.C. Shapiro, **Multinational Financial Management**: John Wiley & Sons, NY.

Bekaert, Geert, Hodrick, Robert J., **International Financial Management**, Prentice-Hall India

**Nature of Course: Specialization Finance**  
**Course Title: Management of Financial Institutions**  
**Code No: FN 544**  
**Credit: 3**

**Course Objective:**

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

- To understand the role of financial institutions in financial system.
- To understand and analyze the bank performance measures.
- To understand the operations and management of commercial banks and other depository institutions.
- To understand the basics of insurance functions and mutual funds operations.
- To comprehend the legal-regulatory environment in which banks and other financial institutions operate.
- To learn the basics of financial institution management, including analysis of their financial statements; asset management; liability management; and capital adequacy management.
- To understand the financial risks faced by the various financial institutions and the various methods to manage them.

**Course Contents:**

**UNIT I: Introduction and Overview of Financial Institutions**

**LH 4**

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

**UNIT II: Regulatory body - Central Bank**

**LH 3**

- Introduction
- Objectives
- Functions
- History of Central Banking system in Nepal

### **UNIT III: Banking and the Management of Financial Institutions**

**LH 8**

- The Bank Balance Sheet.
- Basics of Banking.
- General Principles of Bank Management: Liquidity Management, Asset Management, Liability Management and Capital Adequacy Management.
- Off-Balance Sheet Activities: Loan Sales, Generation of Fee Income, Trading Activities and Risk Management Techniques.
- Measuring Bank's Performance: Bank's Income Statement, Measures of Bank Performance.
- Recent Trends of Bank Performance Measures in Nepal.

### **UNIT IV: Commercial Banking Industry and Other Depository Institutions**

**LH 8**

- Definition of a Commercial Bank.
- Size, Structure and Composition of the Commercial Banking Industry.
- Technology in Commercial Banking.
- Financial Statements of Commercial Banks and Their Analyses.
- Regulation of Depository Institutions in Nepal: Balance Sheet and Off-Balance Sheet Regulations.
- Development Banks, Finance Companies and Finance Cooperatives in Nepal: Their Roles, Size, Structure and Compositions.

### **UNIT V: Management of Insurance Companies**

**LH 6**

- Overview of Insurance Companies
- Fundamentals of Insurance
- Types of Insurance
- Life Insurance Companies: Meaning and Their Functions
- Types of Life Insurance Policies and Their Determination.
- Property and Liability Insurance Companies: Meaning and Their Functions
- Determining the Profitability to Property and Liability Insurance Companies.
- Regulation of Insurance Companies in Nepal.
- Existing Scenario of Insurance Industries in Nepal.

### **UNIT VI: Credit Risk Management in Financial Institutions**

**LH 7**

- Need to Manage Risk by Financial Institutions.
- Types of Risks Incurred by Financial Institutions.
- Overview of Credit Risk Management.
- Credit Risk Analysis: Cash Flow Analysis, Ratio Analysis, Common Size Analysis

- Credit Scoring Models
- Calculating Return on a Loan

## **UNIT VII: Liquidity Risk Management in Financial Institutions**

**LH 6**

- Overview of Liquidity Risk Management.
- Causes of Liquidity Risk.
- Liquidity Risk and Depository Institutions: Asset Side Liquidity Risk, Liability side Liquidity Risk and Measuring bank's Liquidity Exposure
- Liquidity Risk and Insurance Companies.
- Liquidity Risk and Mutual Funds.

## **UNIT VIII: Interest Rate Risk Management in Financial Institutions**

**LH 6**

- Overview of Interest Rate Risk Management.
- Methods of Interest Rate Risk Measurement and Management: Repricing Model and Duration Model.
- Insolvency Risk Management.

### **References:**

- Anthony Saunders and Marcia Millon Cornett. (2006). *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company Limited, New Delhi.
- Anthony Saunders and Marcia Millon Cornett. (2003). *Financial Institutions Management: A Risk Management Approach*. McGraw Hill, Irwin, USA.
- Frederic S. Mishkin and Stanley G. Eakins. (2006). *Financial Markets and Institutions*. Pearson Education Inc. and Dorling Kindersley (India) Pvt. Ltd.
- L.M. Bhole. (2005). **Financial Institutions and Markets: Structure, Growth and Innovations**. Tata McGraw Hill Publishing Company Limited, New Delhi.
- Meir Kohn. (2005). **Financial Institutions and Markets**. Tata McGraw Hill Publishing Company Limited, New Delhi.
- Ram Sharan Kharel and Dilli Ram Pokhrel. (April 2012). *Does Nepal's Financial Structure Matter for Economic Growth?* NRB Working Paper. Nepal Rastra Bank Research Department.
- Nepal Rastra Bank. (2012). *Banking and Financial Statistics*. NRB: Bank and Financial Institution Regulation Department, Statistics Division.
- Banks and Financial Institutions Act, 2063 (2006).
- Nepal Rastra Bank. *Quarterly Economic Bulletin (various issues)*. NRB: Central Office, Baluwatar, Kathmandu.

- Dipak Bahadur Bhandari, *Financial Institutions and Markets*, Ashmita Books Publishers & Distributors,
- Insurance Act, 1992.
- Insurance Regulation, 1993
- Insurance Board, Nepal. *Annual Reports* (Various Issues)

**Nature of Course: Specialization Finance**  
**Course Title: Security Analysis and Investment Management**  
**Code No: FN 543**  
**Credit: 3**

### **Course Objective**

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

#### **Unit I: Introduction** **[LH 3]**

Meaning of Investment; Characteristics of Investment; Real assets Vs financial assets; Objective of Investment; Investment Vs Speculation; Investment Vs Gambling, Investment Process; Ongoing trends in investment environment.

#### **Unit II: Security Markets, Instruments and Trading** **[LH 6]**

Money market; Bond market; Equity securities; Derivative Markets. Security issue, trading and regulation in Nepal, Market Indexes; Value weighted index, Price weighted index, Equally weighted index, NEPSE Index. Buying in margin and short sales.

#### **Unit III: Mutual Funds and Other Investment Companies** **[LH 5]**

Investment companies; types of investment companies; Mutual funds; cost of investing in mutual funds; Investment performance of mutual fund.

#### **Unit IV: Security Analysis** **[LH 6]**

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

**Equity valuation models:** Balance sheet valuation methods, Intrinsic value versus market price, dividend discount models, price earnings ratio, inflation and equity valuation, explaining and forecasting the stock market behavior.

#### **Unit V: Risk and Return** **[LH 4]**

Single period rate of return, measuring rate of return over Multiple periods, expected return, Investment risk, Sources of risk, measuring risk; standard deviation, variance, coefficient of variation, covariance and correlation coefficient.

#### **Unit VI: Diversification of Risk and Portfolio Analysis:** **[LH 10]**



Portfolio risk and return, capital allocation between risky assets, portfolio of one risky asset and one risk free asset, the optimal risky portfolio with two risky assets. Diversifiable and Un-diversifiable risk; beta coefficient of individual and portfolio.

**Unit VII: Equilibrium in Capital Market**

**[LH 5]**

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

**Unit VIII: Market Efficiency:**

**[LH 5]**

Random walks and the efficient market hypothesis, Implications of the EMH for Investment Policy: Technical and Fundamental Analysis, Active vs passive portfolio management, Event studies, test of predictability in stock market return.

**Unit IX: Empirical Evidence on Security Returns:**

**[LH 5]**

Tests of CAPM, Measurement in error in Beta, The EMH and the CAPM, Tests of Multifactor CAPM and APT.

**References:**

1. Bodie, Z. Kane A and Marcus A. J. Investments:, Tata Mcgraw Hill
2. Sharpe, W. F., Alexander G. J., and Bailey, J. V., Investments, Prentice- Hall of India
3. Francis , J. C., *Investments:Analysis and Management* (7<sup>th</sup> ed.), McGraw-Hill, Inc
4. Annual reports of SEBON and NEPSE
5. Jones, Charles P., Investments:Analysis and Management(9th ed.)
6. Reilly, F. K. Investment Analysis and Portfolio Management. New York: MCGraw Hill
7. Tandanatham M., & Madhumathi R., Investment Analysis and Portfolio Management (1st ed.) Pearson Education

**Nature of Course: Specialization Marketing**  
**Course Title: Planning and Managing Retail Business**  
**Code No: MK 543**  
**Credit: 3**

**Course Objective:**

The Course will focus on understanding of the retail business and explore manufactures' perspective on retail management.

**Course Content:**

**Unit 1**

**L.H 6**

Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors influencing Retailing, Functions of Retailing, Retail as a career

**Unit 2:**

**L.H. 6**

Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of Retail, Classification of Retail Units,

**Unit 3:**

**L.H. 8**

Retail formats: Store & Non Store Retailing --Franchising- Unconventional channels Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs

**Unit 4:**

**L.H. 8**

Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.

**Unit 5:**

**L.H. 6**

Retail Location: Factors affecting location decision – Site Selection – Location based retail Strategies

**Unit 6:**

**L.H. 8**

Store Design: Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store.

Store Administration: Floor space management–Managing store inventories and display

**Unit 7:**

**L.H. 6**

Retail Communication Mix: Planning retail communication - Managing in-store promotions and events

## References:

1. Berman, Berry & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
2. Levy Michael & Weitz Barten W.; Retailing Management; Tata McGraw Hill, New Delhi.
3. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations; Vikas Publishing House; New Delhi.
4. Duane; Retailing; Thomson Learning; Mumbai
5. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.
6. Diamond, Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat Strong in Modern Retailing, Prentivce-Hall, NJ, 1992.

**Nature of Course: Specialization Marketing**  
**Course Title: Sales and Distribution Management**  
**Code No: MK 544**  
**Credit: 3**

**Course Objective:**

The Course will focus on understanding of the Sales and Distribution and its management..

**Course Content:**

**UNIT 1**

**L.H 7**

Sales Management – Definition and Meaning, Objectives of Sales Management, Sales executive as coordinator, Sales management and control, Informal and formal sales control, Sales control and organization.

**UNIT 2**

**L.H 7**

Sales setting – Environmental and managerial forces that impact sales, Sales channels, Industrial/commercial/public authority selling, Selling for resale, Selling services, Sales promotions, Exhibitions, Public relations.

**UNIT 3**

**L.H 7**

Personal Selling Objectives and Skills – Types of personal selling objectives, Sales forecasting methods, Introduction to personal selling, The opening, Need and problem identification, The presentation and demonstration, Dealing with objections, Negotiation, Closing the sale, Follow-up.

**UNIT 4**

**L.H 7**

Recruitment, Selection and Compensation – The importance of selection, Preparation of the job description and specification, Sources of recruitment, The interview; Devising a sales compensation plan, Types of compensation plans, Fringe benefits

**UNIT 5**

**L.H 7**

Sales Personnel Evaluation – The sales force evaluation process, The purpose of evaluation, Setting standards of performance, Gathering information, Measures of performance, Appraisal interviewing. Sales displays; Sales meetings, Sales contests; Quotas; Sales territories; sales budgeting and control

**UNIT 6**

**L.H 7**

Participants in distribution system; role and function of intermediaries; designing the distribution channel; conflict and power in the channel

**UNIT 7**

**L.H 6**

Selection and motivation of the intermediaries; distribution analysis, control and management; distribution logistics; distribution costs, control and customer service

**References:**

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

*Still Richard, Cundiff Edward and Govoni Norman, Sales Management: Decisions, Strategies and Cases*, Prentice Hall of India Pvt. Ltd. New Delhi.

*Rosenbloom, Bert., Marketing Channels : A Management View*, The Dryden Press, Thomson Learning, Bombay.

*Anderson, Rolph E., Professional Sales Management*, McGraw Hill Publishing Co. Ltd.

*Stern, Louis W., El-Ansary Adel J.& Coughlan Anne, Marketing channels*, PHI, N. Delhi

*Pelton, Lou E, Strutton David & Lumpkin, James R, Marketing Channels - A Relationship Management Approach*, TMH, N.Delhi.

**Nature of Course: Specialization Marketing**  
**Course Title: Services and Industrial Marketing**  
**Code No: MK 545**  
**Credit: 3**

**Course Objective:**

This course aims to provide students with the knowledge and skill in marketing of services and Industrial goods.

**Course Content:**

**Unit-I**

**L.H 8**

Distinctive aspects of service management: Nature of services; goods vs. service marketing; customer involvement in service process; managing service encounters; customer behaviour in service settings.

**Unit-II**

**L.H 8**

Targeting customers: Managing relationships and building loyalty; complaint handling and service recovery; positioning a service in the marketplace; creating the service product and adding value

**Unit-III**

**L.H 8**

Pricing strategy for services: Customer education and service promotion; creating delivery system; enhancing value by improving quality and productivity.

**Unit-IV**

**L.H 8**

Nature of industrial marketing; industrial vs. consumer marketing management; industrial marketing concepts; nature of industrial buying, industrial marketing environment.

**Unit-V**

**L.H 8**

Dynamics of industrial buyer behaviour; industrial marketing strategy; assessing marketing opportunities; industrial marketing segmentation; targeting market and positioning.

**Unit-VI**

**L.H 8**

Product strategy in industrial marketing; formulating channel strategy; marketing logistics; developing the industrial sales force: planning, organizing and controlling the selling function.

**References:**

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

Christopher Lovelock, **Service Marketing: People, Technology, Strategy**, Pearson Education, N.Delhi.

Rampal, M.K. and Gupta, S.L., **Service Marketing**, Galgotia Publishing Co, N.Delhi.

Reeder, Robert R., Brierty Edward G. & Reeder Betty H, **Industrial Marketing: Analysis, Planning and Control**, PHI, N.Delhi

Havaldar, Krishna K., **Industrial Marketing**, Tata McGraw Hill Pub Co. Ltd., N.Delhi

**Nature of Course: Specialization Marketing**  
**Course Title: Advertising Management**  
**Code No: MK 546**  
**Credit: 3**

**Course objective:**

This course aims to develop a basic understanding of the field of Advertising and develop students' skill in promotion planning, designing advertising strategy, creating advertising, and using media properly.

**Course Contents:**

**Unit – I; INTRODUCTION: L.H 10**

Marketing Communication and Advertising; Concept and Nature of Advertising; Types of Advertising; Dimension of Advertising – social dimension, economic dimension, psychological dimension, informative dimension; Social Issues in Advertising; Key Players in Advertising Business; determination of target market, advertising objectives; DAGMAR approach; building of advertising programme- message, headline, copy, logo, appeals, illustrations

**Unit – II: ADVERTISING AGENCY RESEARCH AND SELECTION: L.H 4**

Role of Ad Department in Ad Creation; Concept and Types of Ad Agencies; Functions and Need of Ad Agencies; Selection Strategies of Ad Agencies;

**Unit – III: MESSAGE DESIGN AND COPY WRITING: L.H 6**

Concept and Factors in Message Design; Message Strategies; Use of Ad Appeals in Ad Message; Concept and Elements of Ad Copy; Message Formats for Copy Writing

**Unit – IV: CREATION OF ADVERTISEMENT COPY: L.H 8**

Copy Writing for Print Advertising; Copy Writing for Outdoor AD; Copy Writing for Transit Ad; Copy Writing for Direct Mail Ad; Copy Writing for Radio Commercials; Copy Writing for Television Ad; Copy Writing for Infomercials and Interactive Commercials; Message Design and Copy Writing for Internet Ad; Principles of Ad Layout for Copy Writing;

**Unit – V: MEDIA PLANNING AND SELECTION: L.H 3**

Concept and Process of Media Planning; Media Research and Selection; Media Scheduling;

**Unit – VI: ADVERTISING BUDGETING AND APPROPRIATION: L.H 5**

Factors in Ad Budgeting; Approaches to Ad Budgeting; Process of Ad Budgeting; Establishing Ad Appropriation; Methods for Establishing Ad Appropriation;

**Unit – VII: ADVERTISEMENT EFFECTIVENESS TESTING:**

**L.H 6**

Concept of Copy and Ad Effectiveness Testing; Areas of Ad Effectiveness Testing; Models for Measurement of Total Effectiveness of Advertising Campaign; (PACT and DAGMAR)

**Unit – VIII: GLOBAL ADVERTISING PRACTICES:**

**L.H 6**

Advertising Practices in Nepal; Advertising Agencies in Nepal and Their Role; Nepalese Advertisements vs. Foreign Advertisements; Approaches to the International Ad Campaign;

Problems of Advertising Internationally; Legal Considerations in Ad Business at Home and International Markets;

**References:**

- Belch & Belch, Advertising and Promotion: An integrated marketing communications perspective, TATA McGRAW-Hill, New Delhi.
  - O’Guinn, Allen and Semenic, Advertising & Integrated Brand Promotion, Thomson South-Western, Delhi.
  - Wells, Burnett and Moriarty, Advertising: principles and practice, Prentice-Hall of India, New Delhi.
  - Sangeeta Sharma and Raghuvir Singh, Advertising Planning and Implementation, Prentice-Hall of India, New Delhi.
  - John Wilmshurst and Adrian Mackay, The Fundamentals of Advertising, Butterworth Heinemann, Delhi
-



**Nature of Course: Specialization HRM**  
**Course Title: Compensation Management**  
**Code No: HR 543**  
**Credit: 3**

**Course Objectives:**

This course aims to develop student's understanding of the compensation and helping them in designing compensation and benefits plans in achieving organizational goals in today's highly competitive environment.

**Course Contents**

<b>Unit I:</b> Concept, objectives, components, and influencing factors of employee's compensation	<b>L.H. 6</b>
<b>Unit II:</b> Managing compensation: designing a compensation system, internal and external equity in compensation system, framework of compensation policy, and compensation as a retention strategy.	<b>L.H. 8</b>
<b>Unit III:</b> Strategic perspectives in compensation: business strategy and compensation, strategy pay decision, competency based compensation program and diagnosis and benchmarking.	<b>L.H. 10</b>
<b>Unit IV:</b> Performance based compensation: concept, performance and motivation, pay for performance system, meeting the challenges of pay for performance system, and types of pay for performance plan.	<b>L.H. 10</b>
<b>Unit V:</b> Wage and salary administration: concept, wage determination process, method of wage fixation, theories of wages, types of wages, and wage differential. Incentives and fringe benefits: concept, types, kinds of fringe benefits, and fringe benefits in Nepal. Compensation of special groups, statutory provisions related to compensation.	<b>L.H. 14</b>

**References:**

- Kanchan, Bhatia .(2011). *Compensation Management*. Mumbai: Himalayan Publishing House.
- Agararwala, Tanuja. (2012). *Strategic Human Resource Management*. New Delhi; Oxford University Press.
- Halder, Uday. and Sarkar, Juthinka. ( 2012). *Human Resource Management*. New Delhi. Oxford University press.
- Jyothi,P. and Venkatesh,D.N. (2013). *Human Resource Management*. New Delhi: Oxford University Press.

**Nature of Course: Specialization HRM**

**Course Title: Performance Management: Systems and Strategies**

**Code No: HR 544**

**Credit: 3**

**Course Objective:**

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems and strategies.

Students will gain practical skills through self-reflection, discussion, case studies, reading, literature reviews, research and application.

**Course Contents:**

**UNIT I: Introduction to Performance Management**

**LH. 5**

Concept of Performance Management, Characteristics, Objectives and Principles of Performance Management, Role of Appraisal in Performance Management, Challenges to Performance Management, Performance Management Process, Performance Management and Human Resource Management, Performance Management and Strategic Planning Linkage.

**UNIT II: Performance Management System and Strategies**

**LH. 6**

Objectives, Functions, Characteristics of effective PMS, Components of PMS, Competency based PMS, Electronic Performance Management, Corporate and Business Level Strategic Plans, Objectives, Targets, Goals, Target and Performance Management, Scorecards.

**UNIT III: Performance Planning and Appraisal**

**LH. 7**

Concept of Performance Planning, Characteristics, Objectives, Importance & Methodologies, Components of Performance Planning, KPIs (Key performance Indicators) Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping, Appraisal Process, Approaches, Methods & Common Rating Errors.

**UNIT IV: Performance Management Implementation**

**LH. 6**

Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management.

**UNIT V: Performance Monitoring and Counseling**

**LH. 7**

Concept, Characteristics, Objectives, Importance and Process of Performance Monitoring, Ongoing Mentoring and Protégé Development

**Performance Counselling:** Concept, Principles of Performance Counselling, Performance Counselling Skills & Performance Counselling for higher job performance.

**UNIT VI: Performance Management Strategic and Interventions**

**LH. 6**

Reward based performance management; career based performance management, team based performance management, culture based performance management; measurement based performance management; competency based performance management; leadership based performance management.

**UNIT VII: Ethics in Performance Management** **LH. 4**  
Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs

**UNIT VIII: Role of HR Professionals in Performance Management System** **LH. 3**  
Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium.

**UNIT IX: Emerging Concepts** **LH. 4**  
HR Bench Marking and Performance Management, HR Out Sourcing and Performance Management, Role of Mentoring on Performance Management, Performance Management in developing Countries

**Reference:**

**Aguinis, Herman, Performance Management, Pearson Education, Inc. 2<sup>nd</sup> Edition**

**Kandula, Srinivas R., Performance Management, PHI, New Delhi.**

**Rao, T.V., Performance Management and Appraisal Systems, Response Bank, New Delhi.**

**Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.**

**Cascio, W. F. , Managing Human Resources: Productivity, Quality of work life, Profits, Singapur: McGraw Hills.**

**Dessler, G. and Varkkey, B., Human Resource Management, New Delhi: Prentice Hall.**

**Acharya, Bawani Shanker, Human Resource Management: Emerging Concepts, Challenges & Applications, Kathmandu: Asmita Books Publishers and Distributors.**

**Nature of Course: Specialization HRM**  
**Course Title: Industrial and Labour Legislation**  
**Code No: HR 545**  
**Credit: 3**

**Course objectives:**

This course is designed to impart knowledge to the students about the various dimensions of industrial and labour legislations so as to make them capable to understand the legal limitations in Human Resource Management and thereby handle the issues of human relations properly in organizations. The objective of this course is to acquaint the students with special laws pertaining to human resource management and establishment and operation of organization. This course also focuses on the wages, working conditions, health, hazards and accidents and special laws pertaining to special groups like contract labour, apprentice, plant workers.

**Course detail:**

**Unit I: Introduction**

**LH. 4**

Concept, Nature, Function, Forms (supreme/delegated), sources and History of industrial and labour legislation; Legislation as an effective source of law and it's overall working in Nepal; Duty to comply with the laws. Labour Administration: Concept, functions and systems; labour administration in Nepal, ILO and its influence on labor legislation; legal framework of HRM, International labour standard and Nepal.

**Unit II: Industrial Enterprises**

**LH. 8**

Classification, establishment, operation and regulation of various enterprises under prevailing laws; Roles of contract, Firm, Agency, Partnership and Companies Law as Vehicles of Industrial Enterprises; Contract: Meaning, nature, formation, termination of contract and remedies for breach of contract; Firm: Meaning, nature, formation and termination of Firm; Agency: Meaning, nature, formation, termination of Agency. Partnership: Meaning, nature, formation and termination of partnership; Company: Meaning, nature, formation, working and winding up of companies

**Unit III: Labour Legislations**

**LH. 8**

Concept, need, nature, scope and principles of labour legislations; Development of labour legislations at the backdrop of first labour law and successive Labour Acts of Nepal together with Labour Policy of Nepal; Trade unionism: Concept, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities of trade union in Nepal in light with Trade Union Act and rules,

*Labour Act:* Labour Act and ILO standards, features and provisions of present Labour Act, different committees and their roles.

*Jurisdiction of specialized laws:* Tea estate, contract Labour, child labour

**Unit IV: Labor- management relations**

**LH. 8**

*Industrial peace:* Industrial Peace and Collective Bargaining in light with relevant Nepalese Laws and ILO standards; role of different committees and authorizes in maintaining peace and harmony in enterprises; Labour Relations Committee and WPM; Industrial Dispute: Right to strikes and lock-outs, nature and kinds of disputes, consequences of industrial disputes, statutory measures of dispute settlement, power and functions of various regulating bodies towards the settlement of disputes; Grievance handling: Meaning, procedure and role of proper grievance handling. Discipline:

Meaning, objectives, approaches, offences and penalties, procedure for disciplinary action, code of discipline in labour and civil service Act in Nepal

### **Unit V: Administration of wages, welfare and security**

**LH. 12**

*Wage and salary:* Concept of wages; Legislative provision for wages, incentives, provident fund, fringe benefits, bonus and perks; Legal provision for retirement benefits; Concept of gratuity and pension; Eligibility for payment of gratuity, determination of gratuity/ pension under Labour Act and Civil Service Act.

*Labour Welfare and security:* Employment and security of service; Concept, scope, theories/approaches and principles; Types, provisions and practice of labour welfare measures: Intra mural and extra mural, statutory and non-statutory, working hours, annual leave, provident fund, rights and duties of employees and employers in establishing work place; *Welfare Officer:* Statutory position, role and functions of Welfare Officer; *Health and safety:* Meaning, objectives, provisions for health and safety under Labour Act.

*Social Security:* Concept and meaning of social insurance and social assistance; Schemes, provision and practice for social security; Social security against employment injury, accident and death, disablement (total and partial disablement); Quantum and method of distribution of compensation and other contingencies provision relating to workmen's compensation.

### **Unit VI: Challenges of the administration of industrial and labour law**

**LH. 8**

Challenges and legal provision for appointment, conditions of service, transfer, retrenchment and layoff, termination of employment, discharge, dismissal, resignation, compulsory retirement, retirement, justified dismissal and closure, merger and acquisition, privatization of PEs; protection of weaker sections of labour: women and children, , sexual harassment; Corporate social responsibilities( CSR) , provisions fo special type of enterprise under Labour Act

### **References:**

Legislative Procedure: Concerned Articles of the Interim Constitution of Nepal, 2063.

Acts: Nepal Agency Act, 2014; Private Firms Registration Act, 2014 ; Industrial Enterprises Act, 2049; Industrial Trainee Training Act, 2039; Labour Act,2048; Trade Union Act,2049; Child Labour ( Prohibition and Regulation) Act,2056 ; Bonus Act,2034; Contract Act,2056; Partnership Act,2020; Arbitration Act: Companies Act, 2063, Foreign Employment Act, 2064 , Civil service Act; Privatization Act

S.N.Misra, *Labour and Industrial Laws*, Central law Publication, Allahabad

BD Singh, *Labour Laws for Managers*, Excel Books, Delhi

Giuseppe Casale and Alagandram Sivananthiran, *Fundamentals of Labour Administration*, ILO, 2010

Robert Heron, *Labour Administration: An Introduction*, ILO, 1998

Labour Administration Series of ILO

Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, *Industrial Relations and Labour Laws*, Tata McGraw-Hill Publishing Company Limited New Delhi, 2012

Bisheshwar Man Shrestha, *Industrial Relations Management*

CK Allen, *Law in the Making*, Chapter 6(Legislation), Indian Reprint 2002, Universal Law Publications, Delhi,

ILO, *Labour Administration: A profile on Nepal*, ILO Kathmandu

**Nature of Course: Specialization HRM**

**Course Title: Strategic Human Resource Management**

**Code No: HR 546**

**Credit: 3**

**Course Objective:**

This specialization area course aims to familiarize students on the theory and practice of strategic human resource management. This course offers a detail picture of how successful organizations manage human resources in order to compete effectively in a dynamic, global environment.

**Course Detail:**

**Unit I: Introduction to Strategic HRM**

**LH. 6**

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

**Unit II: Human Resource Environment**

**LH. 6**

Technology and structure; Workforce diversity; Demographic changes; Temporary and contract labour; Global environment; Global competition; Global sourcing of labour; WTO and labour standards

**Unit III: Recruitment and Retention Strategies**

**LH. 8**

Online recruitment; Employee referrals; Recruitment process outsourcing; Head hunting; Executive education; Flexi timing; Telecommuting; Quality of work life; Work - life balance; Employee empowerment; Employee involvement; Autonomous work teams

**Unit IV: Training and Development Strategies**

**LH. 5**

Creating a learning organization; Competency mapping; Multi-Skilling; Succession planning; Cross cultural training

**Unit V: Performance Management Strategies**

**LH. 6**

Defining key result areas (KRA); Result based performance; Linking performance to pay; Merit based promotions

**Unit VI: Reward and Compensation Strategies**

**LH. 6**

Performance based pay; Skill based pay; Team based pay; Broad banding; Profit sharing; Executive Compensation; Variable pay

**Unit VII: Retrenchment Strategies**

**LH. 5**

Downsizing; Voluntary retirement schemes (VRS); HR outsourcing; Early retirement plans; Project based employment

**Unit VIII: Human Aspect of Strategy Implementation**

**LH. 6**

Behavioral issues in strategy implementation; Matching culture with strategy; Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

**References:**

- Strategic HRM – Jeffery Mello, Thompson publication, New Delhi  
Strategic HRM – Charles Greer, Pearson education Asia, New Delhi  
Strategic HRM - Michael Armstrong, Kogan page, London  
Strategic HRM – Agarwal, Oxford university press, New Delhi  
Human resource management – Garry Dessler, PHI, New Delhi

**Nature of Course: Specialization International Business**

**Course Title: Intellectual Property Right**

**Code No: IB 543**

**Credit: 3**

**Course Objective:**

The course provides an understanding, overview and functioning of various laws and agreement in protecting intellectual's property of companies at national and international level.

**Course Content:**

**Unit I: Introduction**

**L.H 14**

Concept and meaning of Intellectual Property, Importance of Intellectual Property, Kinds of Intellectual Property,

Industrial Property:

- a. Patent: Meaning and nature of patent, invention, Novelty and Utility, Infringement of patent rights, inventive step
- b. Trademark: Meaning and nature, Distinctiveness, Similarity and Deceptive similarity, Statutory rights, infringement of trademark rights, remedies
- c. Design: meaning and nature, ownership of design, acquisition of design rights, remedies against infringement of the rights

Copyright: Nature and meaning, kinds, ownership of copyright, infringement of copyright, remedies against infringement of copyright.

Other intellectual properties like: geographical indications, trade secrets, traditional knowledge, protection plant varieties, farmers' rights, bio-diversity, bio-technology,

Sources of Intellectual Property Law

Licensing, registration, ownership, transfer, assignment of IP

**Unit II: Historical Development in general**

**L.H 12**

International Conventions on Intellectual Property: Paris Convention for the Protection of Industrial Property, 1883; Berne Convention for the Protection of Literary and Artistic Works, 1886; Hague Agreement Concerning the International Deposit of Industrial Designs, 1923; NICE Agreement Concerning the International Classification of Goods and Services, 1957; Rome Convention, 1961; Locarno Agreement Establishing International Classification of Industrial Designs, 1968; Agreement on Trade Related Aspects of Intellectual Property Rights, 1994; Trademark Law Treaty, 1994; TRIPs

World Intellectual Property Organization (WIPO) –function, role, membership

**Unit III: Existing legal provisions in Nepal**

**L.H 16**

- a. Patent, Design and Trademarks Act, 1965
- b. Copyright Act, 2002
- c. Foreign Exchange Regulation Act, 1974
- d. Foreign Investment and Technology Transfer Act, 1992
- e. Consumer Protection Act, 1998
- f. Export Import (control) Act, 1957



- g. Electronic Transactions Act, 2006

Institutional mechanism in Nepal:

- a. Functions of Nepal Copyright Registrar's Office
- b. Functions of Nepal Copyright Protection Society
- c. Functions of Music Royalty Collection Society-Nepal
- d. Functions of Computer Association of Nepal
- e. Functions of Film Producer's Association Nepal
- f. Functions of Film Development Board

**Unit IV:**

**L.H 6**

IPR dispute settlement: IPR disputes; IPR dispute settlements (Under Nepalase laws, Under TRIPs)

Some leading court cases on IPR in Nepal and abroad

**References:**

Patent, Design and Trademarks Act, 1965

Copyright Act, 2002

Copyright Rules, 2004

Foreign Exchange Regulation Act, 1974

Foreign Investment and Technology Transfer Act, 1992

Consumer Protection Act, 1998

Export Import (control) Act, 1957

Electronic Transactions Act, 2006

Competition Promotion and Market Protection Act, 2063 (2007)

Srijana Sharma, **Intellectual property Right**, Nepal American Legal Information Center, January, 2008

**Nature of Course: Specialization International Business**

**Course Title: International Marketing**

**Code No: IB 544**

**Credit: 3**

**Course Objective:**

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

**Course Contents:**

**UNIT – I: Introduction:**

**L.H. 8**

- Concept and Features of International marketing;
- Development of International Marketing;
- Differences in Domestic and International Marketing;
- Growing Trend of Internationalization and Globalization;
- Attractions of International/ Global Marketing;
- The International Marketing Task: Environment Analysis, preparation and implementation of international marketing program;
- Implication of trade theories to international marketing;

**UNIT – II: International Market Environment:**

**L.H 10**

- Political Environment: Political Risk and its mitigation.
- Legal Environment: Multiplicity of Legal Environment, Jurisdiction and Extraterritoriality.
- Economic Environment: Regional and Global Integration
- Cultural Environment: Dimension of Culture (IDV, PDI, UAI, MAS); Influence of culture on consumption, Thinking process and Communication process.
- Communication through Verbal and Non-verbal language.

**UNIT – III: International Product Decision:**

**L.H. 10**

- Market segmentation, Product -Positioning, Product Adoption
- Theory of IPLC: Stages and Characteristics, Marketing Strategies
- Product Standardization vs Product Adaptation
- Branding Decisions, Branding Levels and Alternatives
- Brand Protection
- Packaging: Functions and Criteria, Modification

**UNIT – IV: International Pricing Strategies:**

**L.H. 6**

- Pricing Decisions; Pricing standardization; Price Distortion; Inflation and dumping; transfer pricing.

- Terms of Sales and Payment: Counter trade, Price Quotation,
- Terms of Sales, Means of Payment

**UNIT – V: International Promotion Strategies:**

**L.H. 6**

- Promotion and Communication, Promotion mix
- Personal selling - Telemarketing;
- Advertising- Expenditure patterns, Advertising under regulation, Advertising media and its mix,
- Standardized International Advertising

**UNIT – VI: International Distribution System**

**L.H. 8**

- Channels of distribution: Direct and indirect selling channels
- Channel Development, Channel Adaptation, Channel Decisions, Channel Decisions.
- Modes of Transportation; Cargo or Transportation Insurance; Freight Forwarder and Customhouse Broker,
- Documentation - Shipping documents, Collection documents.

*(Note: At least one case study should be conducted after the completion of each unit.)*

**Suggested Reference**

1. Harrod, Sir Roy, *International Economics*, James nesbet & Co. Ltd., Chicago.
2. Mannur, H. G., *International Economics*, Vikash Publishing House, New Delhi.
3. Hollensen, Svend, *Global marketing: a decision-oriented approach*, FT Prentice Hall, England.
4. Cateora, Philip R. and Graham, Hohn L., *International Marketing*, Irwin McGraw-Hill, USA.
5. Keegan, Warren J., *Global Marketing Management*, Pearson prentice-Hall, Delhi.
6. Shrestha, Shyam K., *International Marketing: Nepalese perspective*, Buddha Publication, Kathmandu.
7. Shrestha, Shyam K., *Global Marketing*, Buddha Publication, Kathmandu.
8. Kotabe, Masaaki and Dristiaan Helsen, *Global Marketing*, John Wiley & Sons, India.
9. Terpstra and Sarathy, *International marketing*, Harcourt Asia Pte Ltd., Delhi.
10. Publications of TEPC, WTO, SAARC, FNCCI, etc.

**Nature of Course: Specialization International Business**  
**Course Title: International Financial Management**  
**Code No: IB 544 / FN 546**  
**Credit: 3**

**Course Objectives:**

This course aims at providing knowledge to the students on the concepts and theories and their applications in international business and finance, international trade and foreign investment, and foreign exchange rate risk management.

**Unit 1: An Overview of Multinational Financial Management** **LH 5**

Goals of international Financial Management; Globalization of world Economy; Emerging global markets and international opportunities; Overview of multinational corporations (MNC); MNC's cash flows and valuation model for an MNC.

**Unit 2: International Monetary System** **LH 5**

Evolution of international monetary system; international flow of funds; Factors effecting international trade flows; Balance of payment and correcting balance of trade deficits; International capital flows.

**Unit 3: International Financial System** **LH 5**

International financial market; foreign exchange market; Euro currency market; Euro credit market; Euro bond market; interest rate comparison among countries; International stock market; Effects of financial market on MNC's value.

**Unit 4: The Foreign Investment Decision** **LH 6**

Direct foreign investment (DFI): Motives and benefits; International diversification and its benefits on multiple project; Risk and return analysis of international projects; Impact of DFI on MNC's value.

**Unit 5: Multinational Capital Budgeting** **LH 7**

Subsidiary Vs parents prospective; Inputs for multinational capital budgeting; Analysis and example of multinational capital budgeting; Risk adjustment; Impact of multinational capital budgeting on MNC's value.

**Unit 6: Country Risk and Political Risk Management** **LH 6**

Types of country risk assessment; Techniques of assessing country risk; Quantifying and rating country risk; Capital budgeting and country risk; Political risk measurement and management; Post expropriation policies; Growth optional and project evaluation

**Unit 7: Multinational Cost of Capital and Capital Structure** **LH 7**

Cost of capital for MNC; Cost of capital across countries; Capital structure decision; Interaction between subsidiary and parent financing decision; Target capital structure on local Vs global basis; Capital structure across countries

**Unit 8: Taxation of Multinational Firm**

**LH 5**

Taxation of multinational corporation and tax incentives for foreign trade; Tax haven and MNC; Taxation and corporate organization

**Unit 9: Long Term Financing Decision**

**LH 8**

Actual bond financing cost; Comparing bond denomination alternatives; Financing with floating rate euro bonds; Exchange risk of foreign bonds; Long term financing in multiple currencies; Swaps to hedge financing cost; Foreign debt maturity decision; impact of long term financing decision on NMC's value.

**References:**

Jeff Madura, **International Financial Management**, Asian Books Pvt Ltd, New Delhi.

A.C. Shapiro, **Multinational Financial Management**: John Wiley & Sons, NY.

Bekaert, Geert, Hodrick, Robert J., **International Financial Management**, Prentice-Hall India

**Nature of Course: Specialization International Business**

**Course Title: Strategies of Multinational Companies**

**Code No: IB 546**

**Credit: 3**

**Course Objectives:**

The objective of this paper is to make students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

**Unit 1. Introduction:**

**LH. 8**

Strategy making, Strategy implementing; Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization – Meaning and its Impact on Business; Globalization and strategic management;

**Unit II. Environmental:**

**LH. 6**

Scanning and Competitiveness Analysis; Appraising company's external strategic situation, company situation, competitive strategy and competitive advantage in global market

**Unit III. Organization and International Strategy:**

**LH. 6**

Evolution of MNC; Multinational, Transnational, Global Organizations; Organizational Structures of MNC; MNC Subsidiary and its impact on Strategy;

**Unit IV. Modes of Entry Strategy:**

**LH. 10**

Choices of International Entry – Exporting, Licensing, Acquisitions, Wholly Owned Subsidiary; Strategic Alliance – Meaning, Types, Reasons to use; Problems with Strategic Alliances; Partner Selection Criteria – Strategic Fit, Organizational Fit; Alliance Management – Stability in Alliances, Conflict between Partners and its management, Cross cultural differences; Creating Successful Alliances;

**Unit V. Other Strategic Issues:**

**LH: 10**

Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Exit Strategies

**Unit VI. Strategic Issues in Corporate Governance:**

**LH 8**

Corporate Governance – Nature of Corporate Governance, Its effect on the multinational firms; Relationship between strategy and Corporate Governance; Ethics – Importance in Global Business; Ethical Guidelines and Laws; Formal Corporate Ethics Programs;

**Suggested Readings:**

George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, **Global and Transnational Business: Strategy and Management**, 2<sup>nd</sup> Ed, Wiley India

Sumantra Ghoshal, **Global Strategy: An Organizing Framework**, Strategic Management Journal, Vol 8, No. 5, 1987

Katarzyna Twarowska and Magdalena Kąkol, **International Business Strategy Reasons and Forms of Expansion into Foreign Markets**, Management, Knowledge and Learning International Conference 2013

Andreas Bindrik and Richard Moat, **Mapping Multinational Operations**, Business Spring Review, Spring 2009, London Business School,

Pankaj Ghemawat, **Managing Differences: The central challenge of Global Strategy**, Harvard Business Review, March 2007

V Kumar and Velavan Subramaniam, **A contingency Framework for the Mode of Entry Decision**, Journal of World Business, Vol. 32, No. 1, 1997

Charles W L Hill, Peter Hwang, Chan Kim W, **An Eclectic Theory of The choice of International Entry Mode**, Strategic Management Journal, Vol. 11, No. 2, 1990

Tarun Khanna, Krishna G Palepu, Jayant Sinha, **Strategies that Fit Emerging Markets**, Harvard Business Review, June 2005

**Nature of Course: Specialization P&SCM**  
**Course Title: Production Planning and Control**  
**Code No: PS 543**  
**Credit: 3**

**Course Objective:**

To understand the various components and functions of production planning and control

**Course Content:**

**UNIT I: Introduction**

**LH: 9**

Objectives and benefits of Production planning and control, Types of production system-job, batch, Mass and continuous; Productivity – concept, factors affecting and measurement, Brief recall of forecasting techniques, Production planning: Push vs Pull system,

**Unit II: Aggregate Planning**

**LH 9**

Aggregate Units of production, Issues of aggregation- smoothing, bottleneck problem, planning horizon, treatment of demand; Cost in aggregate planning; Aggregate in chase strategy, constant workforce, and mixed strategies and additional strategies; Disaggregating aggregate plans,

**Unit III: Inventory control during known demand**

**LH 8**

Inventories- types, motivation for maintaining and its characteristic, relevant costs  
The basic EOQ model, order lead time, sensitivity, EOQ and JIT; Quantity discount models,

**Unit IV: Inventory control during uncertain demand**

**LH 10**

Nature of Randomness, Optimization criteria, the newsboy model; Lot size-reorder point systems, Service levels (Q, R) system

**Unit V: Production Control**

**LH 12**

Operations scheduling-Sequencing rules; Sequencing for a single machine- shortest processing time, earliest due date scheduling, minimizing tardy jobs,  
Sequencing for multiple machines- n jobs two machines, two-jobs flow shop

**Reference Book:**

Steven Nahmias, “Production and Operations Analysis”, 6 edition; Tata McGraw-Hill, 2009

S. K. Mukhopadhyay, “Production Planning & Control: Text and Cases”, PHI Learning Pvt. Ltd., 2007

Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000

Stephen N. Chapman, “The fundamentals of Production Planning and Control.”, Pearson Education, 2009

K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.

Upendra Kachru, “ Production and operations management – Text and cases” Excel books 1st edition 2007.



**Nature of Course: Specialization P&SCM**  
**Course Title: Warehouse and Inventory Management**  
**Code No: PS 544**  
**Credit: 3**

**Course Objectives:**

The course creates understanding of the assets, operations, processes and management strategies involved in creating efficient warehouse and inventory control.

**Course Details:**

**Unit I: Introduction** **LH. 7**

Warehouse meaning; Needs, Characteristics and Functions of Warehouses; Inventories; Inventories management, Role of Inventory in Supply Chain; Role in the corporate strategy; Functions of Inventory; Methods of Controlling Stock Levels

**Unit II: Warehouse Developments and Trends** **LH. 5**

Warehouse Technology; Warehouse mechanical handling equipment and automation; Reverse logistics;

Warehouse costs; Warehouses and the environment

**Unit III: Inventory Management** **LH. 14**

Analyzing the requirements; Product classification; Demand analysis; Product coding, ABC analysis, Item groupings for inventory management; Inventory management essentials; Inventory costs and service; Lead time; Demand forecasting; Setting the inventory management parameters; Inventory and statistics

**Unit IV: Warehouse Management System** **LH. 10**

Concept of Warehouse management System, Material Handling system, the principles and performance measure of Material Handling System; Material Handling equipment; Automated Storage and Retrieval System,

**Unit V: Stock Control, Verification and Reporting** **LH. 12**

Stock record transactions; Inventory receipts ; Inventory issues; Stock management; Identifying inventory; Surplus and obsolescent stock; Stock control and records; Stock accuracy; Stock checking programmes; Physical counting of stocks; Role of inventory manager or stock controller; Performance reporting

**References:**

J. P. Saxena, **Warehouse Management and Inventory Control**, Vikas Publishing House, 2003  
James A. Tompkins, Jerry D. Smith, **The Warehouse Management Handbook**, second edition, Edward Brothers,

**Nature of Course: Specialization P&SCM**  
**Course Title: Facility Location Management**  
**Code No: PS 545**  
**Credit: 3**

**Course Objectives:**

The objective of this course is to acquaint students with in-depth knowledge in the area of Facilities planning. The subject gives insight to quantitative approaches used in facilities and location decisions.

**Course Details:**

<b>Unit I: Introduction</b>	<b>LH. 6</b>
Introduction to facilities planning; Definition, Significance and Objectives of facilities planning; Facilities planning process; Facility planning strategies	
<b>Unit II: Facilities Design and Flow System</b>	<b>LH. 10</b>
Relation between product, process, and schedule design and Facilities planning, Facilities Design Flow System, Materials management system, Material Flow system, Physical distribution system, Space requirements	
<b>Unit III: Layout Planning and Material Handling</b>	<b>LH. 8</b>
Basic Layout Types; Layout Procedures; Algorithm approaches; Improvement algorithms; Scope and definition of Material handling, Material Handling equipment,	
<b>Unit IV: Layout Plan for Warehousing</b>	<b>LH 6</b>
Warehouse, Its purpose, Functions of the warehouse, Warehouse space and layouts;	
<b>Unit V: Layout Plan for Manufacturing System</b>	<b>LH. 8</b>
Fixed Automation system; Flexible Manufacturing systems; Single-stage multi machine systems, Reduction in Work-in-process; Just-in-time manufacturing	
<b>Unit VI: Quantitative Approaches in Facility Planning</b>	<b>LH. 10</b>
Facility Location Models; Warehouse layout models; Storage Models; Automated storage, Order Picking Operations; Single facility location problem; Multiple facilities location problem	

**References:**

Tompkins, James A., White, John A., Bozer, Yavuz A., and Tanchoco, J. M. A. (2010); Facilities Planning, Fourth Edition, John Wiley & Sons, Inc

**Nature of Course: Specialization P&SCM**  
**Course Title: Network Design**  
**Code No: PS 546**  
**Credit: 3**

**Course Objectives:**

The course gives introduction to the framework for designing the distribution network in a supply chain. It introduces students with the basic notations from graph theory to represent a network. Also this course gives idea about network in uncertain world.

**Course Detail:**

**Unit I: Introduction** **LH. 8**

Network, Network Flows, Network Design, Network flow problems;  
Notation and basic definitions from graph theory, network representations,  
Supply Chain, Supply Chain Drivers

**Unit II: Designing Distribution network** **LH. 8**

Role of Distribution in the Supply Chain; Factors influencing Distribution Network Design; Design option for a Distribution Network; e-Business and the distribution network; Distribution network in practices

**Unit III: Network Design in Supply Chain** **LH 14**

The role of network design in the Supply Chain; Factors influencing the network design decisions; Framework for network design decisions;  
Models for facility Location and Capacity Allocation; Role of IT in Network Design; Issues of network design decision in a supply chain;

**Unit IV: Network Design in an Uncertain Environment** **LH 8**

Impact of uncertainty on Network Design; Discounted Cash Flow Analysis; Evaluating Network Design Decisions using decision trees; Supply Chain decisions under uncertainty in practices

**References:**

Sunil Chopra, Peter Meindl and D. V. Kalra, **Supply Chain Management: Strategy, Planning and Operations**, Pearson Education  
R K Ahuja, Thomas L. Magnanti and James B. Orlin, **Network Flows**, Prentice Hall  
Sunil Chopra, **Designing the Distribution network in a supply chain**, Transportation Research. Vol. 39, No.2: 2003.

## **Implementation of Seminar Series Course**

### **Introduction**

The MBA program provides some additional courses to provide diverse exposure for students in additional and emerging areas of management on the basis of seminar. These courses will be given in the form of additional seminar courses and specialization seminar courses.

### **Courses**

The seminar courses are offered for Semester-II, Semester-III and Semester-IV (Specialization area). A list is provided here with topics of seminar, however, more can be added as found suitable by concerned college upon prior approval from Dean, Faculty of Management. Student has to select only three seminars of which two are general type of **two credit hours** each and the third one is of **three credit hours** which is in the area of specialization chosen.

1. Micro-finance & the Role of Financial Institutions in Development
2. Real Estate Management
3. Management of Banking and Insurance
4. Supply Chain Management
5. Hospitality Management
6. Knowledge Management
7. Project Management
8. Other courses selected by the concerned college

Besides the additional seminar series courses, one courses is given in specialization area in Semester-IV.

### **Implementation procedure**

The concerned college has to obtain permission from the Dean, Faculty of Management before implementing the additional and specialization seminar courses in the concerned Semester. The college has to recommend faculty to the Dean, Faculty of Management along with the resume of the faculty for the purpose of designing and operating the seminar course(s). On the approval of the faculty as designer and operator of the seminar course, the faculty has to prepare detail syllabus, program and procedure of conducting seminar and get permission from the Dean to implement the seminar course(s).

Students will be given one week extensive classes on focused topic. This week will be kept free from other courses for students. Finally, student has to prepare a paper in his/her topic assigned by the concerned faculty. The size of the paper of should in between 20 to 50 pages in length. It should be presented in the form of research paper that details the concept, problem, literature, objective(s), design and methods, questions, data, findings and analysis, conclusion and recommendations etc. The student will present his/her paper in a seminar organized by the college on the stipulated day

### **Evaluation**

Performance of the student is evaluated on 100 marks. The marks are distribution on the following basis:

Content	20 % of full marks
Organization of the paper	20 % of full marks
Presentation and communication skills	20% of full marks
Response of quarry (at seminar hall)	20 % of full marks
Class participation	20 % of full marks (by concerned faculty)

The performance of student will be judged by a panel of three persons comprised with:

Institutional head	Chair Person
Concerned Seminar Faculty	Internal expert
Appointee of the Dean	External expert

The marks obtained by the student should be sent to the Dean along with a copy of the paper prepared by the student and evaluated by the panel of experts for the purpose of recording in the Office of Examination Management.

## Question Pattern for Semester End Examination, MBA

**Total Marks- 60**

**Pass marks- 24**

### **Section One: Case Study**

Compulsory:

**1\*15 =15 marks**

The case should test the analytical aspect of the major theme of the course and its applications

### **Section Two: Long Answer Type Questions**

Two Questions to Answer from set of three:

**2\*10=20 marks**

The questions should test major concepts from the course.

### **Section Three: Short Answer type Questions**

Five questions to Answer from set of six:

**5\*5= 25 marks**

The questions should test basic concept, definitions, relevant examples, and short numerical. The last question will be a set of 5 one sentence answer type questions of 1 mark each. This will be compulsory question.

Any **one** of the remaining four questions of Section Three will have internal choice, where both the questions should be from the same unit.

#### **Note:**

- *No unit will be left out in terms of distribution of questions.*
- *Questions will be marked serially from start till end.*
- *Question 1 and 9 will be compulsory.*
- *In case of quantitative type subjects, Q 10 should focus on the theoretical part of the subject.*

## (A) Format and Guideline for Internship

Internship is a scheme of arrangements, requiring a student to work in an organization for a specific period of time (four to eight weeks) after/during completing requisite courses. The student of BBA and MBA programs of the Faculty of Management, Purbanchal University has to go for internship as the partial requirement of the program(s).

Internship has certain specific objectives such as to:

- Training in genuine understanding
- Apply management knowledge to practice
- Improve personal skills i.e. organizational analysis, financial analysis, marketing analysis etc.
- Improve report writing skills,
- Help develop concrete plans, including long and short-term action plans, along with financial details

### **Working in an organization as an internee**

An internee will spend **8 weeks** in an organization. The organization provides its support to a student free of cost. An Internee should acknowledge the fact that the staff of an organization helps a student as a courtesy besides doing their routine work. For an internee, it will be an exercise to know he/she can utilize this opportunity.

In the best way this will be a test of an internee to get maximum support from the staff through his/her human relation skills. It is better not to interface in the regular work of staff of the organization or to find faults with them. An internee is there to observe and not to offend society. He/she can get some background material such as reports pertaining to that organization by following the proper procedure of permission from the concerned persons. People in an organization generally get offended when an outsider tries to get hold of some documents without permission. An internee can sometimes help staff in their work but not as a regular feature. He/he must be very diplomatic in handling situation, if asked to work for the staff in the organization. The internee should be well organized while working in an organization.

Work must be focused and well directed to the subject he/she has selected. One will be expected to give more emphasis on analysis and recommendations. Therefore, an internee should select a section or unit of a big organization only, in case of a large organization one can select **only a section on certain department for work.** An internee should do extensive work on this section and prepare concrete recommendations for its improvement. One is expected to give concrete and implementable recommendations. In short internship report must give all necessary information to a person who is interested to implement recommendations of the report. In case of a small sized organization, it should be reviewed as a whole. Focus of work should be on a small unit with more emphasis on analysis and recommendations.

An internee may develop work plan to pursue while doing internship so as to complete within given time frame.

### **Format for writing Internship Report**

The report should follow the following order:

1. Cover Page ( The cover page should be written as shown in sky blue background)
2. Inside Title Page( as of cover page, but in white paper)
3. Certificate of internship training organisation

4. Acknowledgements
5. List of Contents
6. List of Tables, Figures & Illustrations
7. Executive Summary
8. Introduction
  - a. Overview of the Organization
  - b. Brief History
  - c. Nature of the organization
  - d. Business Volume
  - e. Nature and number of the employees
  - f. Product and Services
  - g. Organizational Structure
    - i. Overall and Concerned Department
9. Objective
  - a. Studying the chosen Organization
  - b. Specific Objective (if any)
10. Methodology (**if specific objective**)
11. Observations
  - a. Functions of the concerned departments
  - b. Detail of assigned work responsibilities
  - c. Problem encountered during fulfilling work responsibilities
  - d. Data Collection for specific objective (if any)
12. Analysis and Review
  - a. Analysis of data collected on any specific issues (**if Specific Objective**)
  - b. Critical Analysis of the theoretical concepts relating to practical experiences in the departments
  - c. Knowledge Gain from the work assigned
13. Conclusion and Recommendations
  - a. Contribution of internship in knowledge gain
  - b. General Comments and suggestions for the company
14. References (APA format)
15. Annexure (if any)



**[TITLE]\***

***[Name and address of the organization]***

|||

**By**

**[Name of Student]\***

**PU Registration No:**

**Campus name:**

|||

An internship report submitted to the  
Purbanchal University, Faculty of Management  
in partial fulfillment for the Degree of  
Master of Business Administration (MBA)

Month, Year

Place

## **Internship Report Production Guidelines**

- Page: Page should be of A4 size. Paper weight should not be **less than** of 75 gram.
- Font: Times New Roman
- Justification: The whole document must be fully (left + right) justified.
- Spacing: The body of the report should have 1.5 line spacing.
- Margin: 2.5cm all round (in banding).
- Paragraphs and Sections: Extra blank line before and after every section and subsection, Paragraphs must be separated by blank line. Paragraphs must be justified.
- Headings & Subheadings: All headings and their subheadings should be properly formatted using heading rules.
- Punctuations: Space after each punctuation mark (such as ; . , etc)
- Page Numbering: The page numbers should start with 1 from the first page of the chapter 1 of the report. All page numbers should be centered inside the bottom margin, 2cm from the bottom edge of the paper. All the pages before the first chapter should be given Roman numbers (i, ii, iii, etc.)
- Spelling & Grammar Check: spelling and grammar should be correct and it should be checked by apply Spelling & Grammar check feature of MS Word on whole document of the report.
- Size of the report: The size of the report may vary with the size of the organization and the area of study.

### **Page dimension and binding specifications**

The dimension of the intern project report should be in A4 size. Font size should be 12 and line spacing should be 1.5. The project report should be bound using appropriate material, but not spiral banding.

### **Submission Date & Format**

*Four hardcopies of the thesis (ring-bound; both single-sided and double-sided printings are acceptable) as well as a two softcopies (in PDF format) of the report* must be submitted by the stipulated deadline. The student can also provide a hard copy to the concerned Internee Organization on its request

### **Evaluation of Internship**

Evaluation of the Internship is based on an assessment of:

- (i) The Internee's organization head
- (ii) The student's performance by his/ her college supervisor and

### **Weightage of marks for evaluation**

The internship work of the student is evaluated in 100 full marks. Following are the distribution of marks:

<b>Area of distribution</b>	<b>Marks</b>
(i) Internee organization's evaluation	20
(ii) Evaluation of written report of Internship	40
(iii) Evaluation through Viva –Voice examination	40

-----  
Total marks: 100

#### **(i) Internee Organization's Evaluation**

The responsibilities of the Internee Organization's Supervisor are to:

- Provide guidance to the student regarding understanding the organization, the analysis of the management problem and other related matters,
- Evaluate the student's progress during the Internship, and
- Evaluate the final copy of the Internship Report and submit a report about internee as prescribed in the form below

## Organization's supervisor evaluation form

(This evaluation will be of 20 percent weightage of Total evaluation). The evaluation form should cover the following information:

### A. Candidate and College Information

Name of the Candidate:

University Registration Number:

Name of the College:

Internship Commencement date:

Internship Completion date:

### B. Organization and Organization Supervisors Information

Name of the Organization:

Mailing Address

Name of the Organization Supervisor:

Position/ Organization Title:

Department:

### C. Internee Evaluation:

In evaluation, please chose only one option for each characteristic listed below of Internee on the basis of his/her time spent during internship at your organization (out of 20 marks).

Characteristics	Very Good (100%)	Good (80%)	Average (60%)	Poor (50%)	Very Poor (40%)	Total
Punctuality (2.5):						
Management Skills (2.5)						
Analytical Skills (2.5)						
Communication Skills 2.5)						
Interpersonal Skills (2.5)						
Sincerity (2.5)						
Confidentiality (2.5)						
Cooperativeness(2.5)						

<b>Grand Total (20)</b>						
-------------------------	--	--	--	--	--	--

**(ii) Evaluation of written report of Internship**

University will evaluate the written on 40 percentage weightage of Total evaluation on the basis of following point:

Format of the report	10%
Content of the report	40%
Writing of the report	20 %
Analytical part of the report	30%

**(iii) Evaluation through Viva –Voice examination**

This evaluation will have 40 percentage weightage of Total evaluation. The viva of the interneer will be taken by the College including following members-

1. **Institutional Supervisor**
2. **Institutional Head ( campus)**
3. **External** (Faculty of Management’s approval )

**The viva-voce evaluation will be on the basis of following points**

1. Presentation skills	25%
2. Understanding of the organizations and assigned task	25%
3. Communication skills	25%
4. Queries reply	25%

## **(B) FORMAT AND GUIDELINES ON THESIS WRITING**

The objective of this format and guidelines on writing thesis is to bring uniformity and standardization in the preparation of thesis as the partial fulfillment for the Degree of Master of Business Administration (MBA) offered by the Faculty of Management, Purbanchal University.

### **Presentation of thesis**

The thesis should be organized and presented in the following order:

1. Cover Page
2. Inside Title Page
3. Declaration of Student
4. Certificate of the Supervisor
5. Viva-voce and Approval sheet
6. Acknowledgements
7. Table of Contents
8. List of Tables
9. List of Figures/ Charts
10. Abbreviations (if any)
11. Abstract
12. Text of the Thesis
  - (i) Chapter I : Introduction
  - (ii) Chapter II : Literature Review
  - (iii) Chapter III: Research Methodology
  - (iv) Chapter IV: Observation and Analysis
  - (v) Chapter VI: Result and Discussion
  - (vi) Chapter VII: Findings, Conclusion and Recommendations
13. References
14. Appendices (if any)

### **1. Cover Page**

The title of the thesis; name, PU registration number and campus of the student; month and year and place of submission of thesis should be included in the specified places of cover page with specified font size and location on the cover page as shown in the sample cover page. The rules for formulating a good title are few. The title should identify the specific nature of the research and also some broader area within which the work occurred. The length of the title should be kept to a minimum, preferably approximately a dozen or so words. A good start is to avoid non-essential words or phrases, such as “Studies on the...”, “Some aspects of ....” and “Investigations into the.....”

**The cover page of the thesis should be written with golden/white letter on the black background of the cover.** The sample of the cover page is in the next page:

**[TITLE]\***

|||

By

**[Name of Student]\***

**PU Registration No:**

**Campus name:**

|||

A thesis submitted to the  
Purbanchal University, Faculty of Management  
in partial fulfillment for the Degree of  
Master of Business Administration (MBA)

Month, Year  
Place

## 2. Inside title page

All items appeared in the cover page should also be appeared on the same size and location of the cover page. However, the page will be normal white paper and the letter will be black.

## 3. Declaration of student

The student has to declare that the thesis is his/her original work and citations are refereed with acknowledgement in the specified places of citation without concealing the truth. He/she should also declare that the thesis is not submitted to other university or institution for any purpose.

*Example:*

I..... declare that this thesis entitled [**Title of the Thesis**] submitted in partial fulfillment of the **MBA Degree of the Faculty of Management, Purbanchal University** is my original work carried out under the supervision of [**Name(s) of the Supervisor**], and has not been submitted anywhere for the award of any other degree or commercial purpose. In keeping with the ethical practice in reporting scientific information, due acknowledgements have been made wherever the findings of others have been cited.

[Signature]

[Name of the candidate]

PU Reg. No:

Date:

## 4. Certificate of the Supervisor

The concerned supervisor has to certify the originality of the research work of the student in instructional letter head specifying that the research has been conducted under his/her supervision and has not been submitted to any other university and institute for any purpose.

*Example:*

This is to certify that the thesis entitled [**Title of the Thesis**] submitted by [**Name of the candidate**], PU Reg. No. ] to the Faculty of Management, Purbanchal University, in partial fulfillment for the award of the degree of **MBA** is a *original* research work carried out by him/her under my supervision. As far my knowledge, the contents of this thesis, in full or in parts, have not been submitted to any other Institution or University for the award of any degree or for any commercial purpose.

[Signature]

[Name of the supervisor]

Date:

## 5. Viva-voce and Approval sheet

The team of the viva-voce examination has to certify that they have undertaken the viva-voce examination and approve the thesis. The marks obtained by the students should be forwarded to the Dean, Faculty of Management for further actions.

## 6. Acknowledgements

This section usually consists of a single paragraph of thanks to the supervisor and other academic or technical staff, colleges and institutions for ideas, advice, criticisms, facilities, services, etc. Contrary to common practice, this is not a place to 'let your hair down': you are not allowed to acknowledge your pets, religious leaders, and so on; and avoid expression of excessive gratitude to your supervisor, or anyone else.

## **7. Table of Contents**

This section considers the contents of each section of the thesis and lists all the major headings and sub-heading and the page numbers on which each starts.

## **8. List of Tables**

The information shown in the table should appear at the relevant places in the text. Tables should be numbered chapter-wise (e.g. 4.1 for the first table of chapter 4). All the tables should be referred to by their numbers in the text, not by placement (e.g. see Table below/above). The titles of the tables should be brief and to the point. Tables should mention the source which should be placed at the bottom of the respective tables.

## **9. List of Figures/ Charts**

The information shown in the figure/charts should appear at the relevant places in the text. Figures/charts should be numbered chapter-wise (e.g. 5.3 for the third figure/chart of chapter 5). All the figure/charts should be referred to by their numbers in the text, not by placement (e.g. see figure/charts below/above). The titles of the figure/charts should be brief and to the point. Figure/charts should mention the source which should be placed at the bottom of the respective figure/charts.

## **10. Abbreviations**

The abbreviations used in the thesis should be listed in the abbreviation section of the thesis in alphabetical orders.

## **11. Abstract**

The *Abstract* should not exceed one page. The first few sentences identify the topic, the next few the research design, then the basic observations and/or results, and the last one or two, the theoretical implications of the observations and/or results. It should not contain references to figures, tables or literature.

Being an overview of the thesis, the *Abstract* should be written last. Avoid jargon (i.e., “the language, especially the vocabulary, peculiar to a particular trade, profession, or group”).

## **12. Text of the Thesis**

It is the core part of the thesis which covers entire work of the students. This section highlights real performance of the student in the research work divided in chapters. This section is divided into following chapters:

- (i) Chapter I : Introduction
- (ii) Chapter II : Literature Review
- (iii) Chapter III: Research Methodology
- (iv) Chapter IV: Observation and Aanalysis
- (v) Chapter V: Result and Discussion
- (vi) Chapter VI: Findings, Conclusion and Recommendations

### **(i) Introduction**

The *Introduction* should preferably not exceed 10% of the whole thesis. It must form a bridge from past to the present work in a stimulating manner within a few paragraphs. The “bridge”, moreover, should have the shape of an inverted pyramid: In other words, a good introduction starts with a broad base and ends with a specific point. It first considers the importance of the major area being investigated, primarily to provide the reader with a frame of reference from which to consider your work. Then, within the chosen area, it identifies a gap in our knowledge, or a precise question, or a particular controversy. Finally, it pinpoints the intended value of the present research. New approaches and assumptions on which the work is based should also be identified at this point.



## **(ii) Literature Review**

Literature Review will explore the relevant research in the focus area explaining the recent work. It explains what kind of research is done in the area chosen. Literature review pinpoints different methodology used and major findings of the research relevant to the chosen area.

## **(iii) Research Methodology**

This describes the research design in detail with specific focus on Data type and collection and analysis methods.

## **(iv) Observation and Analyses**

The data collection, presentation and analysis are the core of the research. Any kinds of observation done are to be presented in a systematic format which will be the base for analysis. The observation can be in the form of qualitative or in quantitative form depending upon the research design. Analyses are what the researcher sees in the collected data or observations. Analysis could be qualitative or quantitative depending upon the research design.

## **(v) Results and Discussion**

The results are the findings of the researcher on the basis of observations and analysis. The results are to be discussed along with the relevant management and subject theories.

## **(vi) Findings, Conclusion and Recommendation**

This section contains the findings of the research, a conclusion on the research and recommendation to research community on the basis of the research undertaken. Also this section ends with future research ideas.

## **(vii) References**

This list all the references cited in the text and presentation should follow APA style.

## **(viii) Appendices**

Appendices are reserved for materials that are not strictly necessary for the presentation and interpretation of the data but may be useful to other researchers in duplicating the study, reanalyzing the data, avoiding time-consuming errors when conducting similar studies, etc. Examples of the type of material that can be included are data pro forma, computer programs, preliminary experiments and supplementary statistical data. Raw data should not be included.

## **Thesis Production Guidelines**

### **Thesis Size**

Generally a thesis should contain 80-250 pages.

### **Size and quality of paper**

Use A4 size (210 mm wide and 297 mm long) white bond paper weighing 80 g/m<sup>2</sup> or more. The same quality of paper should be used throughout the thesis.

### **Typing Font and Margin**

The entire thesis must be typed with double spacing, using Times New Roman font and font size of 12 points for text and with 3.5 cm left margin, and 2.5 cm margins on all other sides. The font size may quite large for chapter headings (Capital 18 point), section heading (17 points) and second level section heading (14 points) and third level section heading (12 points bold). Though it is not recommended, fourth-level section heading may be included without numbering in 12 point italicized font. Running text should be set in fully justified font of 12-point size.

All section headings should be left aligned with number but the Chapter heading should be centrally aligned. The contents in the *References* section of thesis may be typed with single spacing **by following APA format. However, separate entries of references should be separated by double spacing.**

### **Pagination**

All sections before the *Introduction* (except the *Title Page*) should be numbered in Roman numerals (i, ii, iii, iv, etc.) at the bottom centre of the page. All other pages of the body of the thesis should be numbered with Arabic numbers (1, 2, 3, 4, etc.). Appendices will not be paginated.

**Submission Date & Format**

*Four hardcopies of the thesis (book-bound; both single-sided and double-sided printings are acceptable) as well as a two softcopies (in PDF format) of the thesis* must be submitted by the stipulated deadline.

**Numeral and Unit Abbreviations**

Numbers under ten should be spelt out (e.g., nine for 9 but not figure 9) unless accompanied by an abbreviation: e.g. two centimeters or 2 cm. Do not start a sentence with an Arabic or Roman number.

**Citations and Reference List**

APA style will be followed for reference and citation in the text. Only literature cited in the thesis text should be included here.