

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 grasps 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
Class Test I (After 40% course coverage) Class Test II (After 100% course coverage) Class Test III/ Term Paper (After complete coverage)	40% (Average of best two) 16 marks
Attendance 95% above- 100% of marks 90% to 95%- 80% of marks 80% to 90%- 70% of marks	20% 8 marks
Group Discussion/Class Participation Participation- 40% of marks Argument- 40% of marks Leading/Convincing- 20% of marks	20% 8 marks
Presentation Presentation Content- 30% of marks Communication- 50% of marks Organization of presentation- 20% of marks	20% 8 marks

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, 1st 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* (7th ed.), Richard Irwin & AITBS, Delhi.
2. Lesikar R.V. and Flatley M.E.: *Basic Business Communication* (10th 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*. (6th Edition). New Delhi: Cengage Learning India Private Limited.

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

Libby, R., Libby, P. A., & Short, D.G. (2011). *Financial Accounting*. (6th 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*. (2nd 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 (β); 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:

Ivancevich, 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 Shastri, *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 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: 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, Dhruva 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: 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)*

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.

*Annexure II
(MBA)*

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:

Area of distribution	Marks
(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)						
Grand Total (20)						

(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 internee 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 sited 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/m² 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.