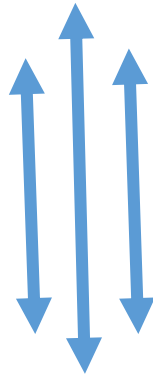
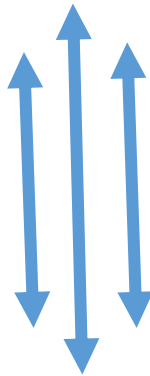




**Mid-West University
School of Management
(MUSOM)**



**Bachelor of Business Administration (BBA)
(4-Year Program)**



**Curriculum
Redesigned & Revised 2078 (2022)**

Handwritten signatures of five individuals.

Introduction

Bachelor of Business Administration (BBA)

Four-Year BBA program at MUSOM is designed to develop the business related conceptual, practical knowledge and holistic leadership skills that all successful managers need. It provides a basis for life time learning and continuous career development. The program's strength lies in its ability to develop quantitative and qualitative problem solving skills through coursework, case study, seminar, workshop, debate, publication, field visit, and internship. It also provides the necessary knowledge and skills for success in an entry-level career and graduate study. It helps the students develop a wider understanding of the challenges business leaders face, some dimensions of the business world, and the impact they can have on their local community through their leadership.

Program Goal: To produce conscious and innovative professional graduates and leaders.

Program Objectives:

- Help students gain employability skills for future career business leaders and managerial post
- Produce result-oriented and competent business leaders
- Encourage the students to enhance communication skills
- Expose them to emerging business related technology and networking system
- Improve the students' social, conceptual, analytical, and technical skills

Rational of BBA Curriculum Redesign and Revision

Following the path of market relevant and inclusive education, Nepal needs skills based managers who can explore and invent constructive ways to promote the indigenous management system in line with the emerging international corporate society. By revisiting the BBA curriculum Mid-West University School of Management (MUSOM) strives to offer quality management education to prepare competent managers for the province and Nepal facing challenges and impacts of ever changing international economic condition. MUSOM is to promote global management education in terms of quality teaching, and applied research. Truly, the management curriculum in Nepal is largely influenced by the European curriculum and pedagogy. Very often, its relevance to the Nepalese business environment is questioned by students, community, faculty members and stakeholders. This reason is sufficient to answer the question why BBA curriculum has been redesigned and revised as per the following issues:

- Increasing influence of foreign practices in terms of the whole teaching-learning process
- Emerging corporate culture and practice-based management education
- Need of promoting indigenous rural entrepreneurship and agribusiness innovation
- Growing nonprofit and social service enterprises
- National priority on IT based management education and research

Therefore, in the context of Nepalese management education facing multiple challenges and seeking new opportunities, the MUSOM BBA curriculum needs to be revised to align with diversified management education across the globe. Observing the global trend, the revised BBA curriculum highlights the following aspects:

1. Soft skills, personality development and communication
2. Promotion of entrepreneurial thinking
3. Collaboration with industry
4. Capstone courses
5. Case study and practical approach
6. Balance between qualitative and quantitative reasoning
7. Local needs of business and agribusiness
8. Focus on corporate but what about needs of social sectors
9. Nepalese values system
10. 'Out of Box Thinking'
11. Social accountability and attachment

Learning Outcomes

The revised BBA curriculum should focus on the alignment of the curriculum with the university mission. The learning outcomes would specify the knowledge, skills, values and attitude students are expected to attain in a



program. After a series of discussions and workshops, MUSOM Academic Committee identified the following major learning outcomes of the MBA program:

1. Business environment and fundamental and applied knowledge: Students are able to understand the economic, legal, and social environment of Nepalese business. They become aware of their knowledge about the functioning of the global and local business environment and functioning of business, identifying potential business opportunities, and exploring entrepreneurial opportunities.
2. Critical thinking, business analytics, problem solving, and innovation
3. Cross-cultural understanding and global awareness
4. Social accountability and attachment
5. Effective communication
6. Leadership capability and teamwork spirit

BBA Program Course Structure

As per various experts and stakeholders that quality management education is very necessary for the Nepal moving towards global digital based corporate business and indigenous entrepreneurship. Using technology is the best option to enhance changing requirements of global corporate society, local business enterprises and society. BBA graduates must be equipped to work across time zones, language, and cultures. Employability, entrepreneurial innovations, and theory to practices connectedness are the main focal aspects of MUSOM BBA curriculum revision.

The curriculum is revised so as to give students an in-depth mastery of academic disciplines and applied functional areas necessary to meet the requirements of business enterprises. The academic committee proposes emphasis on the following courses making a balance between core and elective courses.

- The revised BBA curriculum emphasizes intensive and flexible management education with 120 credits of foundation, core courses and 12 credits of elective courses.

BBA Program Structure and Credits

Foundation & Core Courses: Foundation and Core courses of the BBA program provide a holistic approach to management education, giving students concepts of the field and a basis to build and specialize upon. Foundation and core courses provide students with more than that practical knowledge, case based learning, and collaborative work, which train students to analyze, decide, and lead.

A wide range of core course provides step in the basic management education: Accounting, marketing, finance, human resource, information management system, organizational behavior, statistics, strategy, performance and supply chain of management.

Table of Foundation Course

SN	Course Title	Credits
1	English for Management	03
2	Business Communication	03
3	Business Statistics	03
4	Business Analytics	03
5	Business Economics I	03
6	Business Economics II	03
7	Introduction to Sociology	03
8	Introduction to Psychology	03
9	Environmental Studies	03
10	Business and Society	03
11	Computer Fundamentals and Business Applications	03
12	MIS and IT Applications	03

Table of Core Course

SN	Course Title	Credits
1	Principles of Management	03
2	Financial Accounting	03
3	Organizational Behavior	03
4	Financial Reporting and Analysis	03

5	Financial Management	03
6	Cost and Management Accounting	03
7	Corporate Finance	03
8	Human Resource Management	03
9	Operations and Supply Chain Management	03
10	Fundamentals of Entrepreneurship	03
11	Principles of Marketing	03
12	Business Environment in Nepal	03
13	International Business	03
14	Strategic Management	03
15	Business Ethics and Corporate Responsibility	03
16	Business Law	03
17	Creativity and Innovation	03
18	Business Research Methods	03
19	Project Management	03
20	Tax Planning	

Specialization Courses: Specialization courses lead participants or students into in-depth study, observation and analysis of core areas of management education enhancing both theoretical knowledge and practically applicable skills of key areas. Currently identified specialization courses are: finance, marketing, entrepreneurship and small business management, human resource management, and IT and Business analytics. Certain courses would be listed in the course cycle from the list of the following courses.

Table of Specialization Course

Key Areas	Course Title	Credits
1	Finance 1. Capital Structure 2. Capital Market 3. Working Capital Management 4. Financial Institutions and Market 5. Investment planning 6. Portfolio Management 7. Project Work in Finance	09 03
2	Marketing 1. Marketing Communications 2. Selling 3. Digital Marketing 4. Consumer behavior 5. Sale and Brand Management 6. Distribution Management 7. Service Marketing 8. Retail Management and integrated marketing 9. International Marketing 10. Project Work in Marketing	09 03
3	Small Business and Rural Entrepreneurship Development 1. India Generation and Implementation 2. Business Planning 3. Micro finance and Rural Entrepreneurship Development 4. Rural Marketing 5. HRM for Small Business 6. Managing Cooperatives 7. Market Development and Positioning in Karnali Pradesh 8. Project Work in Small Business	09 03
4	Human Resource Management 1. Human Resource Development 2. Compensation Management 3. Employee Relations	09

	4. Performance Management 5. Hiring, Recruitment and Placement 6. Project Work in HRM	03
	Or	
5	IT and Business Analytics	09 03

Elective Courses: Usually, elective courses fall under the functional areas of business issues with a focus on local issues of Karnali Province and region. Currently identified elective courses are: Services sector management, transport, tourism and hospitality management, cooperative, banking, insurance, rural development, natural resources, media, settlement, and economics.

Table of Elective Course

SN	Course Title	Credits
1	Service Sector 1. Service Sector Management 2. Transport Management 3. Tourism and Hospitality Management 4. Cooperative Management 5. Commercial Banking Management 6. Insurance Business Operations	01
2	Development Sector 1. Rural Development 2. Media and Business 3. Agribusiness Development	01

Undergraduate Research Project (UGRP): GRP is to equip students with practical business research skills helping them to overcome real live challenges related to business.

Table of UGRP

SN	Course Title	Credits
1	Undergraduate Research Project (UGRP)	04

Eligibility for Admissions

Following are the eligibility criteria for admission in BBA program:

- Completion of +2 level of education in any discipline with at least 2.00 CGPA in aggregate of grading system, or having at least 45% aggregate in percentage based evaluation system.
- Passed in MUSOM CMAT: MUSOM CMAT (Common Management Admission Test) follows the standardized format that consists of six key sections with the purpose of testing candidates' general knowledge, reasoning, verbal, analytical and communication skills.

CMAT Grading System

SN	Key Sections	Types of Questions	Full Marks	Pass Marks
1	Verbal Ability	20 MCQ	20	10
2	Quantitative Ability	20 MCQ	20	10
3	Logical Reasoning	20 MCQ	20	10
4	General Awareness	20MCQ	20	10
5	Analytical Essay Writing	1 Sub. Question	10	5
6	Interview	5 Questions related to: a. Interpersonal -Communication b. Attitude - c. Personality d. Creativity e. Undergraduate Scoring (Each question covers 2 marks)	10	5
Total			100	50

Assessment System

Mid-Western University School of Management (MUSOM) follows the undermentioned system of assessment and evaluation of its Master's level academic programs with effective implementation session:

SN	Activities	Weightage	Remarks
1	Continuous Assessments	40	
1.1	Attendance, punctuality and effective class participation (PAP) [20 + 10 + 10]	5	Failure to maintain at least 80% subject-wise class attendance will result in retake of such subject in next cycle with repayment of proportionate course fee.
1.2	Take Home Assignment (THAs)	10	All THAs must be accomplished, including their examination and grading, between second to second last weeks of regular program delivery in the Semester of study.
1.3	Thematic Presentations Individual/Group	10	The thematic presentations must be related to core contents of course of study
1.4	Case Studies	5	Case studies should be administered using a mix of individual and group analyses and presentations; all the tasks must be accomplished 1 week prior to completion of respective Semester.
1.5	Project Works Project 1 and Project 2	5	Project should be accomplished prior to Mid-Term Assessment and Project 2 should be accomplished 2 weeks prior to Final Assessment.
1.6	Class Work	5	
Total		40	40%
2	Structured Tests	60%	
2.1	Mid-Term Test (It covers 50 marks test that should be converted into 10 marks)	10	To be administered during the mid of the Semester/Term with no gap days between subjects; test instruments will be prepared by the respective course facilitator and moderation and evaluation will be accomplished by independent professional.

2.2	Semester-end Test (It covers 100 marks exam concerting into 50 marks as per examination system)	50	To be administered on the final two weeks of the Semester/Term with no more than one day gap between subjects; test instruments will be prepared by the respective course facilitator and moderation and evaluation will be accomplished by independent professional.
	Total	100	100%

Notes:

The above-mentioned criteria are the mandatorily required events with no change in weightage without prior approval from the respective Management Committee. However, needful amendments may be accepted on submission of a convincing plan of action by the respective faculty member facilitating course delivery.

Credit Elective Course Grading

The final grade will be computed as follows:

SN	Activities	Weightage	Pass marks
1	a. Class activities (attendance, interaction, class work) -25 b. Home Assignment (Writing project as per subject nature -25 Note: 50 marks should be converted into 25 marks	25	12.5
3	Final Exam		
	Presentation (Title 5, concept and communication 20, presentation skill 10, analytical skill 15, & creativity 5) Note: 50 marks should be converted into 25	25	12.5
Total		50	25

Results Grading System

The grading system for student performance results has been presented as follows:

SN	Grade	Percentage (%)	Grade Category	Grade Points
1.	A	85-100	Outstanding	4.00
2.	A-	80-85	Distinction	3.67
3.	B	75-79	Excellent	3.33
4.	B-	70-74	Very good	3.00
5.	C	65-69	Good	2.50
6.	C-	60-64	Average	2.00
7.	D	55-59	Satisfactory	1.50
8.	D-	50-54	Fair	1.00
9.	F	Less than 50	Fail	0.00

Pedagogy: Teaching-Learning System

The overall teaching-learning and assessment system for Bachelor of Business Administration (BBA) program of Mid-Western University, School of Management (MUSOM) has been expected to be crafted on a perfect blend of basic conceptual knowledge, skill competence and attitude (KSA) required to transform effective learning and professional maturity among the teaching-learning community.

MUSOM faculty members and instructors are trained to use MUSOM the following approaches along with traditional lecture method:

- Case based teaching-learning
- Simulation
- Live projects
- Virtual classes
- Experimental projects

- Developing Nepalese business models
- Interaction/discussion
- LMS

Final Course Cycle –December 7, 2021		
Total Credit Hours: 120		
Subject Code	Subject Name	Credit Hr.
First Semester		
MGT 411	Principles of Management	03
MGT 412	Financial Accounting	03
MGT 413	Business Economics I	03
MGT 414	Computer Fundamentals and Business Applications	03
MGT 415	English for Management (Basic English)	03
MGT 416	Introduction to Sociology	03
	Total	18
Second Semester		
MGT 421	Principles of Marketing	03
MGT 422	Business Communication	03
MGT 423	Basic Mathematics	03
MGT 424	Organizational Behavior	03
MGT 425	Business Economics II	03
	Total	15
Third Semester		
MGT 431	Human Resource Management	03
MGT 432	Financial Reporting and Analysis	03
MGT 433	Business and Society	03
MGT 434	Introduction to Psychology	03
MGT 435	Business Statistics	03
	Total	15
Fourth Semester		
MGT 441	Financial Management I	03
MGT 442	Cost and Management Accounting	03
MGT 443	Fundamentals of Entrepreneurship	03
MGT 444	MIS and IT Applications in Business	03
MGT 445	Business Environment in Nepal	03
	Total	15
Fifth Semester		
MGT 451	International Business	03
MGT 452	Financial Management II	03
MGT 453	Environmental Studies	03
MGT 454	Operations and Supply Chain Management	03
MGT 455	Business Law	03
	Total	15
Sixth Semester		
MGT 461	Business Analytics	03
MGT 462	Business Ethics and Corporate Responsibility	03
MGT 463	Business Research Methods	03
	Specialization I	03
	Elective I	01
	Specialization II	03
	Total	16
Seventh Semester		
MGT 471	Creativity and Innovation	03
MGT 472	Strategic Management	03
MGT 473	Project Management	03

	Specialization III	03
	Elective II	01
	Total	13
Eighth Semester		
MGT 481	Tax Planning	03
	Specialization IV (Project Work)	03
MGT 483	Internship/Project Work	03
MGT 484	Undergraduate Research Project (UGRP)	04
	Total	13
Specialization: Finance		
	Specialization I	
FIN464	Working Capital Management	03
	Specialization II	
FIN466	Financial Institutions and Market	03
	Specialization III	
FIN474	Investment Analysis	03
	Specialization IV: Project Work	
FIN 482	Project Work in Finance	03
	Total	12
Specialization: Marketing		
	Specialization I	
MKT464	Digital Marketing	03
	Specialization II	
MKT466	Distribution Management	03
	Specialization III	
MKT474	Service Marketing	03
	Specialization IV: Project Work	
MKT482	Project Work in Marketing	03
	Total	12
Specialization: Small Business and Rural Entrepreneurship Development		
	Specialization I	
SBRED464	Idea Generation and Rural Entrepreneurship Development	03
	Specialization II	
SBRED466	Rural Marketing	03
	Specialization III	
SBRED474	Managing Cooperatives in Karnali Pradesh	03
	Specialization IV: Project Work	
SBRED482	Project Work in Small Business	03
	Total	12
Specialization: Human Resource Development		
	Specialization I	
HRM464	Human Resource Management	03
	Specialization II	
HRM466	Employee Relations	03
	Specialization III	
HRM474	Strategic HRM	03
	Specialization IV: Project Work	
HRM482	Project Work in HRM	03
	Total	12
Specialization : IT and Business Analytics (Courses are to be developed)		
Elective I		
	Service Sector (Any One)	01
MGT465A	Service Sector Management	01
MGT465B	Cooperative Management	01







Elective II		
	Development Sector (Any One)	01
MGT475A	Rural Development	01
MGT475B	Agribusiness Development	01
NCEIS485	Entrepreneurship for Innovation & Sustainability	03
CISD486	<i>Communication & IT Skills Development</i>	02

BBA 1st Semester







Course Title: Principles of Management Level: BBA Year/Semester: I/I Course Code: MGT 411 Credit Hours: 3		
Course Description	This course intends to familiarize students with the principles and globally practiced approaches to managing business organizations along with the recent and emerging trends in the various dimensions of organizational management. This basically addresses concerns and roles of executives working in various managerial levels highlighting their roles, functions, skills and abilities. The course develops managerial mindset in the learners by equipping them with conceptual understanding about different aspects of organizational management and builds foundational competencies required for working in modern organizations.	
Key Objectives	<ul style="list-style-type: none"> • Introduce students to concepts and practices of globally practiced approaches to management • Encourage students to enhance their managerial competencies 	
Enabling objectives	After completing this course, the students will: <ul style="list-style-type: none"> • Build conceptual understanding of jobs of managers and their professional contexts • Familiarize themselves with the evolutionary development of management principles • Develop conceptual and analytical flair to respond to management problems and be able to link with relevant theories and principles • Build basic competencies in planning, organizing and controlling the organizational activities • Identify and develop leadership traits to work in a team or a group and orient themselves for goal-focused decision making in VUCA world 	
Unit	Contents	LH
1	Introduction to Management Meaning, skills and roles of managers; Meaning, nature and functions of management; Management as a science, an art or a profession, levels of managers, emerging management challenges Evolution of Management: Early management, classical management-scientific, general administrative theory and theory of bureaucracy; behavioral approach; quantitative approach; contemporary approaches-system and contingency approaches, management in 21 st century	10
2	Planning and Decision Making	6

	Meaning, nature and process of planning; levels and types of plans; limitations or challenges in planning; introduction to forecasting introduction to decision making-meaning and nature; process of decision making; types of decision; approaches to decision making- rationality, bounded rationality, intuition, evidence-based management and crowdsourcing; decision making conditions	
3	Organizing Meaning and principles of organizing; meaning of organizational structure; six elements in organizational design – work specialization, departmentalization, chain of command, span of control, centralization/decentralization and formalization; mechanistic vs organic structures; types of organizational structures- simple, functional and divisional structures; departmentation by functions, products, territory and customers; modern structures: team based structure, matrix structure, virtual structure; impact of modern technology in structure	8
4	Leadership and Managing People Leadership: Meaning, functions and nature of leadership; traits of effective leader; leadership styles: autocratic, democratic and laissez-faire; Managing people: planning, recruitment, selection and training, retaining high performing employees: performance appraisal and compensation, rising issues in managing people Motivation: Meaning of motivation and its nature; challenges in motivation in cross-cultural environment and techniques of motivation; Maslow's and Herzberg's theory of motivation Communication: meaning and role of communication; modes of communication- oral, written and non-verbal; barriers to communication; overcoming barriers; effective organizational communication: formal vs informal, direction of flow and network; becoming a better communicator	10
5	Controlling Meaning and purpose; process of controlling; types of control; requirements of effective control system; dimensions of control: cost, quality and performance (organizational and employee performance); tools and techniques of controlling (budgetary and non-budgetary); MIS in control	7
6	Contemporary Management Issues Globalization: meaning, brief history and types of international organizations; Managing diversity: Meaning, types of diversities; workplace diversity initiatives; Managing social responsibility and ethics: meaning, green management and sustainability, ethical behavior in organization; managing change and disruptive innovation: the case for change(VUCA, external and internal forces), areas of change, causes of people's resistance, techniques of reducing resistance; meaning and impact of disruptive innovation	7
References		
1. Robbins S.P. & Coulter, M. K. (2021), Management (15 th edition), Pearson Education, UK.		

2. Stoner, J., Freeman, R.E. & Gilbert, D.R. **Management** (latest edition). Pearson India Education.
3. Durai, P. (2019). **Principles of Management** (2nd edition). Pearson India Education

Course Title: Financial Accounting Level: BBA Year/Semester: I/I Course Code: MGT 412 Credit Hours: 3		
Course Description	This course introduces the students to accounting theory, principles and procedures. It also helps them in learning an accounting methods and their use as an orderly means of recording, classifying, and presenting useful information from a mass of data derived from transactions and events affecting business.	
Key Objectives	<ul style="list-style-type: none"> • Make students familiar with accounting theory, principles and procedures • Apply accounting procedures and skills 	
Enabling objectives	After completion of this course students will be able to: <ul style="list-style-type: none"> • understand and apply the accounting methods in real life business, • prepare and presenting the financial statement, and • identify and explain the effects of accruals and deferrals in real business setting. 	
Unit	Contents	LH
1	Introduction	3
	Meaning and objectives of accounting, Basic accounting terms, Accounting principles, Accounting information and its users, Accounting concept: Business entity, Matching, Cost, Revenue, Money measurement, Accounting period, Accounting Vs book keeping.	
2	Recording and Summarizing the Transaction	12
	Concept, features and advantage of Double Entry Book-Keeping System, Accounting cycle/ Process, Accounting equation, Types of accounts, Rules for debit and credit, Meaning and Objectives of journal entry and Journalizing the financial transactions Ledger: Meaning, Objectives, Account formats (T-shape format and Self balancing format), Posting of transactions into ledger, Balancing and closing of ledger accounts. Subsidiary Books: Meaning and Nature, Purchase book, Sales book, Purchase return book, Sales return book, Cash book and Petty cash book.	
3	Bank Reconciliation Statement and Depreciation	8
	Meaning of bank reconciliation statement, Preparation of bank reconciliation statement Depreciation: Meaning, Need and Important methods of charging depreciation (SLM and WDV)	
4	Reserve / Provision and Capital/ Revenue Concept	2

	Concept and Objectives of reserve and provision, Maintaining general reserve, Provision for bad debt, Provision for discount on debtors and creditors Concept, Types and Differences in capital and revenue, Capital and revenue receipts, Expenditures, Profits and losses	
5	Final Account Meaning of final account, Company final account: Trading account, Profit and loss account, Profit and loss appropriation account and Balance sheet Meaning of work sheet, Adjusting entries, Opening and closing entries, Preparation of work sheet	10
6	Income Statement Concept and component of income statement, Preparation of single step and multi-step income statement, Statement of retained earning	5
7	Statement of Cash Flows Meaning of cash flow statement, Cash flows activities: Operating, Investing and Financing activities, Preparation of cash flow statement: Direct and Indirect method	8
References		
1. R. Narayanswamy: Financial Accounting: A Managerial Perspective, Prentice Hall of India 2. Garry A. Porter and Curtis L. Norton (2007) Financial Accounting: The Impact on Decision Makers		







Course Title: Business Economics Level: BBA Year/Semester: I/I Course Code: MGT 413 Credit Hours: 3		
Course Description	This is an introductory course in microeconomics, which covers the fundamental theories of the consumer, the firm, and markets. This course will cover the area of economics commonly defined as microeconomics, which is concerned with the individual parts of the economy such as individual businesses or industries, individual consumers, and individual products. Our goal is to study whether the economy uses our limited resources to obtain the maximum satisfaction possible for society.	
Key Objectives	<ul style="list-style-type: none"> • Familiarize students with the fundamentals of micro economic theory. • Give students a thorough understanding of the principles of economics that apply to the functions of individual decision makers, as a consumers and producers 	
Enabling objectives	After completing this course, the students will: <ul style="list-style-type: none"> • Enhance conceptual understanding of business economics and their applications • Familiarize themselves with the major economic trends • Develop conceptual and analytical skills to respond to economic problems and be able to link with relevant theories and principles 	
Unit	Contents	LH
1	Introduction Scarcity, Choice and Alternatives, Microeconomics: -Meaning, Scope and Limitation, Types of microeconomic analysis, Application of microeconomics in Business Decision Making.	2
2	Theory of Demand Supply and Equilibrium Price Demand and Supply: Demand function, Movement along a demand curve and shift in demand curve, Supply function, Movement along a supply curve and shift in supply curve, Determination of Equilibrium price, Applications: - Effects of Government policies on Equilibrium price (tax, subsidy, price floor, price ceiling) Elasticity: Price Elasticity of Demand: Meaning, Degrees and its Measurement (Total outlay method, percentage, Arc and point methods), Application in Business Decision Making. Income Elasticity of Demand: Meaning, Degrees and its measurement (Percentage, Arc and point methods). Cross Elasticity of Demand: Meaning, Degrees, and its measurement (percentage and Arc methods), Price Elasticity of Supply: Meaning, Degrees, and its measurement (percentage, Arc and point methods), Numerical case studies	10
3	Theory of Consumer's Behavior	8

	Cardinal Utility Analysis: - Assumptions, Consumer's Equilibrium, Applications, Ordinal Utility Analysis (Indifference curve Analysis):- Assumptions, Properties, Budget Line, Consumer's Equilibrium, price Effect and Income Effects : Normal and Inferior Goods, substitution Effect, Decomposition of price Effect on Income and Substitution Effects, Numerical Case Studies	
4	Theory of Firm Production Function with one Variable Input, Iso-quant: MRTS, properties, Iso-cost Line and optimal Employment of Two Inputs, Laws of Returns to Scale, Economies of scope, Numerical Case Studies. Cost and cost curves: Various concepts of cost (Explicit and Implicit costs, opportunity cost, Accounting and Economic costs), Behavior of short- run Average and Marginal cost curves, Behavior of Long- run Average and Marginal cost curves, Concept of Economies and Diseconomies of scale concept of L- shaped LAC. Numerical Case Studies	14
5	Theory of Product Pricing Business profit VS Economic profit, profit Maximization and Equilibrium of Firm (TR-TC Approach and MR-MC Approach), Perfect Competition: - Characteristics, Short-run and Long-run Equilibrium. Monopoly: -Characteristics, Short- run and Long-run Equilibrium, Price Discrimination: Conditions and Degrees. Monopolistic Competition: Characteristics, Short-run and Long run Equilibrium, Oligopoly: - Characteristics, Concept of Cartel and Price Leadership, Numerical Case Studies.	10
6	Theory of Factor Pricing Modern Theory of Rent, Marginal Productivity Theory of Wages, Loan -able Funds and Liquidity preference Theories of Interest, Dynamic and Innovation Theories of profit, Earnings and Discrimination	4
References		
1. Dwivedi, D.N. (2008) Managerial Economics, 7 th edition, Vikas publishing House 2. Kreps, D. (2009) Micro economics of Managers, 1 st edition Viva Books Ltd. 3. Mankiw, N. Gregory (2012), Principles of microeconomics, 6 th Edition, First Indian Reprint, Akash Press, New Delhi. 4. Pindyck, Robert S. Daniel L. Rubinfeld, Metha, Prem L. (2009) Microeconomics (7 th Edition, Imprinted 2012) India: Pearson education Inc. 5. Samuelson, P and N Nordhaus W. (2009) Economics, 18 th Edition ,Mc Graw Hill education		

Course Title: Computer Fundamentals and Business Applications Level: BBA Year/Semester: I/I Course Code: MGT 414 Credit Hours: 3		
Course Description	This course introduces undergraduate business students with the fundamental concepts and business application of computer and information technology. Students will study computer terminology, hardware, and software related to the business environment. The focus of this course is on business productivity software applications and professional behavior in computing, including word processing (as needed), spreadsheets, databases, presentation graphics, and business-oriented utilization of the Internet.	
Key Objectives	<ul style="list-style-type: none"> • Make students acquire practical knowledge and skills of computer • Apply computer skills 	
Enabling objectives	After completion of all the Learning units of the course participants will be able to: <ul style="list-style-type: none"> • Identify Computer Concepts terminology and concepts; basic operating system functionality and terminology; and internet browsers functionality • Receive in-depth understanding of why computers are essential components in business, education and society. • Introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking and mobile computing. • Provide hands-on use of Microsoft Office applications Word, Excel, and PowerPoint. Completion of the assignments will result in MS Office applications knowledge and skills. 	
Unit	Contents	LH
1	Introduction to Computers	5
	<i>Introduction, history of computers</i> <ul style="list-style-type: none"> • <i>Generations (earlier to fifth generation), Types of computers, Computer of the future</i> Characteristics of Computer, Organizations of Basic Computer <ul style="list-style-type: none"> • <i>Hardware and software, Input/output unit, Central processing unit, Memory unit, Storage unit, Motherboard, Ports and cards Power supply, Unit Case Study.</i> 	
2	Hardware and Software	4
	<i>Hardware: Introduction, Motherboard, Input devices, Output devices</i> <i>Storage devices</i> <i>Software: Introduction, System software, Operating system, Booting</i> <i>Types of operating systems, Functions of operating systems</i>	

	<ul style="list-style-type: none"> Utility software: File management utilities, Text editing utilities, Virus detection and removal utilities, Diagnostics utilities and performance monitoring utilities, Data compression utilities Application software: Word processors, Database management packages, Spreadsheet packages, Graphics, multimedia and animation software, CAD, Business application software, Unit Case Study. 										
3	Computers in Business and Industry <ul style="list-style-type: none"> Introduction to office automation, Ergonomics, Office automation technologies Office automation systems: Text management, Business analysis, Document management, Network and communication management, Data mining, Data warehousing, OLAP, Unit Case Study. 	3									
4	Introduction to Internet, Intranet, extranet, WWW, and Web Browsers <p>Introduction & Objectives Basic of computer networks: Local computer networks, Wide area networks Internet: Concept of internet, Applications of internet, Connecting to the internet, Troubleshooting Intranet: Introduction, Characteristics business value of intranet Extranet: Introduction, Extranet product and services, Business modes of extranet applications World wide web (www): Web 1.0, Web 2.0, Web 3.0, Differences of web 1.0, web 2.0 and web 3.0 Web browsing software: Popular web browsing software Search engines, Popular search engines / search for content, Accessing web browsers, Using favorites folder, Downloading web pages, Printing web pages, Understanding URL, Surfing the web, Using e-governance website, Unit Case Study</p>	6									
5	Computer in Business application <ul style="list-style-type: none"> Enterprise resource planning, Business communication Inventory management, Customer relationship management Employee management systems or human resource management systems, Supply chain management, Sales analysis Production planning, Media and advertisement, Database management system, Finance and controlling, E-commerce and E-business, Unit Case Study 	8									
6	Computer based information systems <p>Introduction to information systems, Need for computer based information systems, Transaction processing systems, Management information systems, Decision support systems, Expert systems, Executive information systems, Unit Case Study</p>	6									
7	Microsoft Office package practical <table border="1"> <thead> <tr> <th></th><th>MS Word</th><th></th></tr> </thead> <tbody> <tr> <td>1</td><td>Introduction to word processing packages and their uses, Creating and Formatting Documents, Tables, Clipart and Pictures, adding headers and footers, mail merge documents,</td><td>LP</td></tr> <tr> <td>2</td><td>Numbering pages, Inserting symbol, word art, Page Setting and Printing of a document, Working with comments</td><td>LP</td></tr> </tbody> </table>		MS Word		1	Introduction to word processing packages and their uses, Creating and Formatting Documents, Tables, Clipart and Pictures, adding headers and footers, mail merge documents,	LP	2	Numbering pages, Inserting symbol, word art, Page Setting and Printing of a document, Working with comments	LP	16
	MS Word										
1	Introduction to word processing packages and their uses, Creating and Formatting Documents, Tables, Clipart and Pictures, adding headers and footers, mail merge documents,	LP									
2	Numbering pages, Inserting symbol, word art, Page Setting and Printing of a document, Working with comments	LP									

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		MS Excel	LP	
3		Introduction to Spread Sheet Packages, Creating a Workbook, Worksheet and Work Space, Formatting Workbook, Sorting Data	LP	
4		Statistical functions, What if analysis, Goal Seek, Functions and Formulas, Project Work Sheet, Types of Errors	LP	
		MS Power Point	LP	
5		Creating and saving presentation, Editing and Formatting Slides, Hyperlinks, Slide Layouts, Adding notes, Inserting objects on the Slide	LP	
6		Slide Transitions, choosing preset animations, triggering animations, applying sound effects, Slide show options, Pack&go, Custom Show	LP	
References				
1. S. Christian Albright & Wayne L. Winston: Business Analytics: Data analysis and decision, Cengage Learning 2. Leon, A., & Mathews, L. (1999). <i>Fundamentals of Information Technology</i> . Leon Press.				

Note: LP: Lecturer and Practical

Course Title: English for Management Level: BBA Year/Semester: I/I Course Code: MGT 415 Credit Hours: 3		
Course Description	English for Management is the basic communication English for management students designed to develop tools for learning how to communicate in English. Focusing on communicative abilities, the course guides students to enhance and improve their core English language skills; listening, speaking, reading and writing. This course also leads students to improve their vocabulary and pronunciation in use through different interactive activities with an active tutorial support of their teacher, self-study based practices and online materials.	
Key Objectives	<ul style="list-style-type: none"> • Enhance and improve students' listening, speaking, reading and writing. • Make students interest in self-study and practices. • Encourage students to be technology and competent communicator. 	
Enabling objectives	After completion of this course, students will be able to: <ul style="list-style-type: none"> • communicate their experiences and feelings as per context, • Describe past, present, future, and cross-cultural exchange, • Speak and write to meet day to day communication requirements. 	
Unit	Contents	LH
1	Looking back, Exploring transportation and city services People; childhood; memories: Speaking: talking about yourself; exchanging personal information; remembering your childhood, asking about someone's childhood; Grammar: Use of past tense; used to for habitual action Listening and Pronunciation: Listen to teacher and friend as well YouTube related to people talk about their past. Writing and reading: Writing a paragraph about your childhood and reading about the life and work of this Hollywood star; Case study: finding out and writing a paragraph about your classmate's past. Exploring transportation sector and city services: Speaking: Talking about transportation services and problems in your community; evaluating city services; asking and giving information; Grammar: Focus on use of quantity with count and noncount nouns; too many, too much, fewer, less, more, not enough, indirect questions from with Wh-questions Listening and Pronunciation: Listen to YouTube video describing a transportation system. Writing and Reading: Writing an online post on your city community transportation, reading about smart transportation innovation; Case Study: Suggesting good ways to attract tourists to your city	8

2	<p>Understanding Food and Travel</p> <p>Speaking: talking about food; recipes; cooking methods and cooking instructions; expressing, likes and dislikes; describing a favorite snack, giving step by step instruction</p> <p>Grammar: Use of Simple past and present perfect; adverbs: first, then, next, after that, finally</p> <p>Listing and Pronunciation: Consonant clusters and listening to description of food with the support of YouTube; Writing and Reading: Writing a recipe "Cooking Food" and reading how food affects the way we feel; Case Study: Preparing a brief presentation on your classmate's experience of eating food</p> <p>Travel: Vacations; plans; Speaking: Describing vacation plans; giving travel advices; planning a vacation; Grammar: Use of future tense with going to do and will; modals for necessity and suggestions; must, need to, have to, ought to, would better, should; Listening and Pronunciation: Linked sounds with /w/ and /y/ listening to YouTube on travel advice; Writing and reading: Writing a letter giving travel suggestions "Short trip to favorite place" and reading about how volunteers vacations work; Case study: Presenting your decision on a short trip to favorite place</p>	8
3	<p>Making complaints, Request, and talking about technology</p> <p>Complaints, requests, households, apologies: Speaking: Making request; agreeing to and refusing request; complaining; apologizing; giving excuses; Grammar: Use of will for responding to request and requests with modals and would you mind...? Listening and pronunciation: stress in two-part verbs and listening to YouTube the about the result of survey of on family life; Writing and reading: Writing a guidelines "how to ask for favor" and reading about ways to make positive a positive response to request for a favor</p> <p>Technology instructions: Speaking: Describing technology, giving instructions; giving suggestions</p> <p>Grammar: Uses of infinitives and gerunds with purpose and imperative and infinitives for giving suggestions, Listening and pronunciation: syllabus stress, listening to You tube video give suggestions for using technology, Writing and reading: Writing an email asking for how to use excel, Activity: a short paragraph on how face formal interview</p>	8
4	<p>Celebrating festivals and entertainment</p> <p>Holidays, festivals, customs; celebrations: Speaking: Describing holidays; festivals; customs and special events, Grammar: Relative clauses of time; adverbial clauses of time: when, after, before</p> <p>Listening and pronunciation: Stress and rhythm and listening to YouTube related to a description of Carnival in Brazil, Writing and reading: Writing an entry on a travel website about a cultural custom "Custom around the world" and reading about Kathmandu Customs and Nepalese cultural events, Activity: Understanding how your classmate celebrates special events</p> <p>Entertainment, movies, books; reactions and opinions: Speaking: describing movies and books; talking about actors and actress; asking for and giving reactions and opinions; Grammar: Use adjectives; relative pronouns for people and things; Listening and pronunciation: Emphatic stress; listening to YouTube for opinions and listening to movie review; Writing and reading: Writing a movie review; reading about the history of modern society, Activity: Asking your classmates' opinions about TV shows and celebrities</p>	8

5	<p>Exploring Career and Lifelong learning</p> <p>Seeking job and career of the future; job skills: Speaking: Talking about possible careers; describing jobs; discussing the negative aspects of some jobs; Grammar: Gerund phrases as subjects and objects; comparisons with adjectives, nouns, verbs, and past participles; Listening and pronunciation: Stress with compound nouns and listening to description of good jobs ; Writing and reading: Writing a paragraph about your career development and reading online job search about how to find a good job; Activity: Comparing your career chart with your classmate's career chart</p> <p>Lifelong learning; education; learner choices; strategies for learning; personal qualities: Speaking: Asking about preferences; discussing pros and cons of different college majors; talking about learning methods; talking about personal qualities; Grammar: Would rather and would prefer, by + gerund to describe how to do things; Pronunciation and listening: Intonation in questions of choice and listening to descriptions of courses; listening for additional information; Writing and reading: Writing about your job skills and reading about different kinds of learning; Activity: making list of different things you want to learn</p>	8
6	<p>Knowing Qualities for success, challenges and accomplishments</p> <p>Qualities for success; successful business; advertising: Speaking: describing qualities for success; describing features; giving reasons for success; interviewing for a job; talking about ads and slogans</p> <p>Grammar: Describing purpose with infinitive clauses and infinitive clauses for giving reasons with because, since, because of, for, due to, and the reason; Pronunciation and listening: Reduced words and Listening for features and slogans; Writing and reading: writing TV commercial "the Good Stuff" and reading about advertising failures; Activity: Creating a slogan and logo for a product</p> <p>Challenges and accomplishments: Speaking: Describing challenges, frustrations, and rewards; talking about the past and future; Grammar: Complex noun phrase containing gerunds; accomplishments with the present perfect and simple past, goals with the future perfect and would like to have +past participle; Pronunciation and listening: Stress and rhythm and listening to challenges and rewards of people's work; listening to people's goals for the future; Writing and reading: Writing personal career goal statement and reading about young successful people; Activity: Taking a survey on your won volunteer job</p>	8
<p>References</p> <ul style="list-style-type: none"> Richards, Jack C. 2015. Cambridge Interchange: Student's Book 2. 4th edition: Cambridge UP. Richards, Jack C. 2015. Cambridge Interchange: Student's Book 3. 4th edition: Cambridge UP. Richards, Jack C. 2015. Cambridge Interchange: Work Book 2. 4th edition: Cambridge UP. Richards, Jack C. 2015. Cambridge Interchange: Work Book 3. 4th edition: Cambridge UP. 		

Course Title: Introduction to Sociology Level: BBA Year/Semester: I/I Course Code: MGT 416 Credit Hours: 3		
Course Description	This course introduces students to basic sociological concept and methods for an adequate understanding of the sociological perspective. It fosters sociological skills in students and leads them to conceptualize how sociology contributes to enhance managerial decision making.	
Key Objectives	<ul style="list-style-type: none"> • Aims to provide basic sociological concept and methods for an adequate understanding of the sociological perspective • Makes students understand relevance of sociology for effective management and business administrations 	
Enabling objectives	After the completion of all the learning the student should be able to: <ul style="list-style-type: none"> • Understand the basic concept about sociology and anthropology. • Describing the social changes and social stratifications. • Understand the social deviance, social culture and controlling measures about it. • Explain about different sociological theories. • Understand the relation of sociology and Management. 	
Unit	Contents	LH
1	Introduction to Sociology	8
	Meaning, Definition and nature, Subject matter and emerging concept of sociology, relationship of sociology with psychology, economics and management, Application of sociology in management and Business administration.	
2	Some basic concept of Sociology	8
	Community, society, Culture, Cultural Relativism, Ethnocentrism, Group, Ethnicity, Gender, Caste class, Norms, Values, Status and Role, Application of sociological concept in Management in related aspects, Social process, Socialization, Adaption, Globalization, Liberalization, Conflict, Cooperation, Industrialization.	
3	Social Changes	6
	Meaning and definition of social and cultural changes, Causes and characteristics socio-cultural change, Relevance in management to social and cultural change.	
4	Social Stratification	4

	Social difference, inequality and stratification in terms of caste, class, gender ethnicity and power in the context of Nepal, Application of stratification in management from functional and conflict perspective.	
5	Social deviance and Social Culture Meaning and definition of social control, principle means of social control, Meaning and definition of social deviance, issue of social deviance in difference society and time, social control and deviance and its relevance with management and business administration.	4
6	Sociological Imagination and Sociological Theories Functionalism: Basic premises, Marxist theory: basic Premises, World system Theory: Basic premises, Postmodernism: Basic premises, relevance of sociological theories in management.	8
7	The sociology of management Sociology of management, Sociology of organization, Organizational culture, Work and leisure, social capital and management, Dynamics of social capital, Markets and policies, Understanding cultural diversity, Organizational goal and society	10
Case Study	Sociological Project: On e-week ethnic/marginalized community visit will be conducted by the faculty supervisor to make familiar students with the issues of social entrepreneurship and different problems, and for conducting research project in different burning issues of the community encouraging students to prepare publishable report.	
References		
1. Abraham M. francis(1982) Modern Sociological theory: An introduction Calcutta Oxford university press PP. 72, 103, 209-242 2. Chaturvedi, A. and chaturvedi (1995) the rational of a sociology of organization. Introduction in the sociology of formal organization. Delhi oxford university, press PP 1-40 3. Fligsten N. (2002) market as politics: A Political Cultural approach to market institutions in reading In Economic sociology, London Blackwell 4. Lewis D. (1999) The management of Non-governmental development organizations, London: Rout ledge PP. 83-106 5. Shankar Rao. CN (2000). Sociology: Concept and Uses, New Work: McGraw-Hill. Inc. PP 115-138 6. Vidyabhushan and Sachadeva, (1983). An introduction of sociology, new Delhi: KitarMahal		

BBA 2nd Semester

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Course Title: Principles of Marketing Level: BBA Year/Semester: I/II Course Code: MGT 421 Credit Hours: 3		
Course Description	This course covers the fundamental concepts of marketing management that are globally relevant and widely practiced. It addresses the various elements and aspects of marketing domain that a manager has to make decisions on for attaining the desired marketing goals in competitive environment. The course develops clarity in learners about how to start and execute marketing process as professionals in the area. It also covers changing marketing landscape implying new opportunities and challenges in global context. It elaborates the systematic approaches to identifying market, describing consumers, developing positioning strategies and making effective decisions on various areas of marketing mix. The course includes some emerging marketing tools and techniques that are gaining universal popularity in recent years.	
Key Objectives	<ul style="list-style-type: none"> • To provide orientation to the students about functions that a marketing professional is basically concerned with. • To develop knowledge about principles and practices of marketing and strengthen foundational skills in the area for enabling them to assume responsible positions within marketing department of any organization. • To familiarize the students about nature of marketing problems, key decision areas and institutional requirements for successful marketing of any product in competitive business world. • To develop marketing insight with clarity on various dimensions of the subject so that they can choose right career in this domain and can contribute effectively in their professional field. 	
Enabling objectives	After the completion of all the learning the students should be able to: <ul style="list-style-type: none"> • Develop holistic view of marketing with knowledge about all dimensions and elements • Identify and describe various functions in the domain of marketing with regard to a product, service or a firm's business • Can understand and analyze the existing environment in order to assess suitability of marketing strategies and practices of a firm in a context • Design a basic marketing plan and program to promote a product or a business • Can recommend marketing tools and techniques as solutions to existing marketing problems of a firm. 	
Unit	Contents	LH
	Introduction to Marketing	8

1	<p>Conceptual foundation on marketing: definition and marketing process; evolution of marketing concepts; consumer needs, wants and demand; market offerings; customer value and satisfaction; exchange and relationship; markets</p> <p>Customer value driven marketing strategies; concept of marketing mix; managing customer relationship and customer value</p> <p>Emerging marketing landscape: Age of digital marketing, non-for-profit marketing, sustainable marketing; expanded marketing model, rural marketing, neuromarketing, ethics in marketing</p>	
2	<p>Marketing Environment and Managing Marketing Information</p> <p>Introduction to micro and macro environment of marketing; various components of macroenvironment: demographic, economic, natural, technological, political-legal and socio-cultural environments</p> <p>Managing marketing information: assessing marketing needs and developing data; marketing research: meaning and process</p>	10
3	<p>Buyer Behavior</p> <p>Introduction, model of consumer behavior; characteristics affecting consumer behavior; buying decision behavior and buyer decision process; business buying- nature of business buying; participants in business buying; major influences on business buyers; business buyer decision process</p>	8
4	<p>Marketing Strategies</p> <p>Market segmentation: meaning, basis of consumer marketing segmentation, criteria for effective segmentation, segmenting business market; marketing targeting- evaluating segments and selecting target market segments; differentiation and positioning-choosing differentiation and positioning strategy, communicating and delivery of the chosen position</p>	10
5	<p>Marketing Mix Decisions</p> <p>Product- meaning of product, level of product, product classification, product related decisions- individual product and service decision, product line and mix decisions; Service-nature and characteristics; building and managing brands</p> <p>Pricing- introduction, major pricing strategies, new product pricing, product mix pricing, price adjustment strategies,</p> <p>Distribution: meaning, levels (length) and importance of marketing channel; multilevel channel system; number of market intermediaries- intensive, exclusive and selective distribution; introduction to marketing logistics and major functions logistics functions</p> <p>Promotion- introduction to promotion mix- concept and components; integrated marketing communication as new model; marketing communication- steps in designing effective marketing communication, non-personal communication channel</p> <p>Direct, Online, social media and mobile marketing- new direct marketing model; digital marketing and its forms; social media and mobile marketing; traditional direct marketing forms</p>	12
References /Text Book		

1. Kotler, P. & Armstrong, G. (2021). *Principles of Marketing* (18th Global edition). Pearson Education Limited.

Course Title: Business Communication Level: BBA Year/Semester: I/II Course Code: MGT 422 Credit Hours: 3		
Course Description	This course enables students to enhance and acquire effective business communication skills, such as, enhancing their reading, writing memos, reports, slides, and reports.	
Key Objectives	<ul style="list-style-type: none"> • Understand and use advanced writing concepts and skills. • Demonstrate fundamental competency in research and report writing. 	
Enabling objectives	By the end of this course, students will be able to: <ol style="list-style-type: none"> 1. Demonstrate effective listening skills by understanding listening process and overcoming barriers to effective listening. 2. Demonstrate writing competencies by using effective writing steps. 3. Develop critical reading skills by reading articles and books critically. 4. Develop oral communication abilities. 	
Unit	Contents	LH
1	Introduction to Communication	7
	Theoretical Elements of Communication Defining business communication: Purpose of communication, forms of communication, process of effective communication, types of communication, 7Cs Media of communication, Barriers to effective communication, Communication channels, Imp teamwork Communication, Importance of team work in Communication, Collaborative writing tools Practical Elements of Communication <ul style="list-style-type: none"> • Write a short note on communication with a specific purpose • List communication channels and collaborative writing tools • Tell importance of communication and team work in communication 	
2	Effective Listening/Reading	4
	Theoretical elements Defining listening, Qualities of effective listening, Defining reading, Guidelines for critical reading Practical Elements <ul style="list-style-type: none"> • List main listening qualities • Ways of improving analytical reading skills • List elements of critical reading 	
3	Effective Speaking/Oral Communication/Visual	5
	Theoretical Elements Structure of speaking, Key characteristics of speaking, defining presentation, Power-point presentation, defining visual, Use visual aids	

	Practical Elements <ul style="list-style-type: none"> Organize speech delivery on career development Prepare power point presentation on community problems and solution Prepare presentation using aids 	
4	Academic Writing Theoretical Elements Pre-writing, writing, and post writing Paragraph to short essay, type of essay Practical Elements <ul style="list-style-type: none"> List key functional steps of writing process Group discussion: Focus on key point and purpose in a paragraph writing. List the introduction, body/ conclusion of an effective essay 	4
5	Business Correspondence Theoretical Elements Describe various types of correspondences Key elements of letters and meeting minutes and notice CV, Resume, memos; purpose and format of writing memos, Email-steps of writing email, importance of email, letter format, type of letters cover letter, letter of inquiry, good news letters, bad news letters, sales letters, request letters, complaint letters, persuasive letters, acknowledgment letters, notice, meeting minutes, Practical Elements <ul style="list-style-type: none"> Write job application letter with resume Pair work: write a notice and meeting minutes and read to class. 	10
6	Reports and Proposals Theoretical Elements Defining reports/proposals, purpose of reports/proposal, type of reports, progress report, lab report, incident report, elements of reports, elements of proposal, steps of writing report and proposal, Proposal: definition, purpose, title page, cover letter, table of contents, list of illustration, abstract, introduction, discussion, glossary, reference, appendix, process Practical Elements <ul style="list-style-type: none"> Write progress report, lab report. Write business proposal. 	12
6	Verbal & Nonverbal Communication Theoretical Elements Meaning of verbal and nonverbal communication, Characteristics of body language Practical Elements <ul style="list-style-type: none"> Tell about eye contact, gesture, posture, and facial expression 	3
7	Business Etiquette Theoretical Elements Understanding business manners, office protocol and etiquette, professional way to make introduction, and dress Practical Elements <ul style="list-style-type: none"> List key steps of business manners. Write about professional character. 	3
References		

1. Bovee, Courtland L., Johan V. Thill and Roshan Lal Raina. (2018). Business Communication Today. Noida, Uttar Pradesh, India: Pearson.
2. Change, Lillian Hunt and Jeenethe Martin. The Essential of Guide to Business Etiquette.
3. Gerson, Sharon and Steven Gerson. (2020). Noida 201 301, Uttar Pradesh, India: Pearson.
4. Mc Geaw, S.J. (2008). Basic Managerial Skills for All, 8th Edition, Prentice Hall of India.
5. Murphy and Hilde Brand, 2008, Effective Business Communication. Mc Graw Hill Education.
6. Raman, Meenakshi, and Sangeeta Sharama. (2013). Technical Communication: Principles and Practices. Second Edition. New Delhi: Oxford.
7. Savage, Alice and Patricia Mayer. (2016) Effective Academic Writing. Second Edition. New York: Oxford UP.



<p>Course Title: Basic Mathematics Level: BBA Year/Semester: I/II Course Code: MGT 423 Credit Hours: 3</p>		
Course Description	<p>This Course is intended to give students an understanding of and competence in some further aspects of mathematics which are applicable to the real world. It is sufficient basis for further studies in mathematics as a minor discipline at tertiary level in support of courses of Management and Economics. The Course contains fundamental ideas of algebra and calculus.</p>	
Key Objectives	<ul style="list-style-type: none"> • To make students mathematical strong for decision making in management. • To Help Students apply basic Mathematics in business and economics. • The student will proficiency in the use of mathematics to formulate and solve problems. 	
Enabling objectives	<p>After the completion of all the learning students should be able to:</p> <ul style="list-style-type: none"> • Understand the basic concept about basic mathematics. • Apply mathematics in real life. • Understand how connect it with business and economics. • Explain how to use it to solve problems. • Understand the relation of mathematics with management. 	
Unit	Contents	LH
1	<p>Sets and Real Number System</p> <p>Solving of 2 Variable Equations and quadratic Equation, Sets; Introduction Representation, Types, Operations, Number of Elements in a Set and Problems Relating Up to Three Sets, Venn Diagram.</p> <p>Sets of Number: - Natural Numbers Integers, Rational and Irrational Numbers Real Numbers (Introduction and Examples Only) Representation of Real Number on the Real Line. Inequalities and Their Properties Verification Only, Intervals Modulus of a Real Number and Their Properties, Linear Programming</p>	10
2	<p>Functions and Graph Mathematics Finance</p> <p>Introduction, Domain Range, Types of Function (Linear Quadratic, Exponential and Logarithmic) and Their Graphs, Problems Involving Cost Revenue, Profit / Loss, Inverses Function, Limit of a Function (Excluding Trigonometric Function)</p>	7
3	<p>Calculus</p> <p>The Derivatives and its Application: - Derivatives of the Function (Including Trigonometric), Second Derivatives, and Their Uses for Optimality Partial Derivatives and its Uses for Optimality of UP to Variables, Marginal Cost / Revenue / Profit Elasticity of Demand.</p> <p>Integration and its Application: -</p>	15

	Integration of Algebraic, Logarithmic and Exponential Function Methods off Integration, Subtraction Integration by Parts, Definite Integrates. Area under a curve. Consumers and Produces Purples	
4	Differential Equations Differential equation: Ordinary differential equation, order and degree of a differential equation. Solution of a differential equation. General and particular solutions. Equation of the first order and first degree: <ol style="list-style-type: none"> 1. Variables separated form 2. Homogeneous equations 3. Linear equations <i>Numerical exercises (without involving trigonometric function)</i>	5
5	Matrix and Determinant Introduction, Algebra of Matrix (Sum and Product), Word Problems Relating to Matrix Operation, Inverse Matrix, Determinations, Introduction, Properties, Problem Related to Properties Determinants, Grammar's Rules, Application for Up to Three Variables Equations, Word Problems	6
6	Mathematics of Finance Laws of Indices, Logarithm Review & Simple Interest (Introduction, Formula, Simple Problem, Compound Interest, Compound Deprecation Annuities)	5
References		
<ol style="list-style-type: none"> 1. Budnick, F. S (1993), Applied Mathematics For Business, Economic and Social Sciences New Delhi MC Graw – Hill, INC. 2. Shrestha, K.K and Thagurathi R.K (2008) Applied Mathematics, Second Edition , Buddha Academic Enterprises , Kathmandu. 3. Bajracharya, B.C (2063) Business Mathematics, M. K Publishers and Distributers, Bhotahity, Kathmandu, Nepal. 4. Bajracharya, B.C (2075) Basic Mathematics, Sukunda Pustak Bhawan , Bhotahity, Kathmandu, Nepal. 		

Course Title: Organizational Behavior Level: BBA Year/Semester: I/II Course Code: MGT 424 Credit Hours: 3		
Course Description	This course comprises learning basic concepts and practical insights as the first course on organizational behavior (OB) and relationship in the context of business management under a dynamic operational process climate.	
Key Objectives	<p>The general objective of this course is to empower the learners with a basic understanding of different concepts and applications of organizational behavior at the individual, group, and system levels of organizational thinking and behavioral exchanges. More specifically, this course aims to –</p> <ol style="list-style-type: none"> impart among the learners with basic concepts of organizational behavior and its interdisciplinary relationship, transform the practical skills among the learners on harmonizing personal and professional behavior in a workplace setting, and <p>promote professional personality development among the learners by transforming positive attitudes towards the people, processes, and institutions.</p>	
Enabling objectives	<p>After completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> How to possess and transform behavior at the individual level How to behave at the group level thereby resulting in the desired levels of workforce retention, job satisfaction, punctuality, absenteeism, productivity, loyalty, and organizational image if supported with conducive organizational structure and culture. work in groups of 5-8 members each to perform a guided critical review of a research-based article on OB to identify a few causation-effect relationships of the OB variables. 	
Unit	Contents	LH
	Foundations of Management and Organizational Behavior	
1	Theoretical Elements of Learning <i>Introduction to Management:</i> Meaning and process of management; managerial roles; challenges facing the management of workforce today. <i>Introduction to OB:</i> Meaning and significance of OB; key disciplines contributing to the field of OB; basic model of OB; challenges and prospects for OB managers. <i>Contextualization:</i> Exploration of the basic OB considerations in the context of Nepal in general and Karnali Province in particular	1:30

	<i>Diversity</i> : Meaning and significance of diversity in organizations; forms of diversity; respecting disability; OB outcomes of diversity; the significance of diversity focus in Nepal	
	Practical Elements of Learning <i>Myth or Science?</i> Management by walking around (MBWA) (p. 13); A guided reading and class discussion <i>Case Incidents</i> : Apple goes global; Era of disposable worker: A guided reading, followed by group discussions (pp. 38-39). <i>Community Survey</i> : Allow the students work in groups of 5-8 members each to explore their local community to identify the family and society-level behavioral sets including family membership patterns, social clustering and settlements, socio-economic and livelihood options, local traditions, etc. and make micro presentations in class <i>Simulation</i> : Open source exploration and presentation of the challenges in managing gender empowerment and social inclusion (GESI) in Nepal with a focus on particular cases of Karnali Province <i>Critical analyses of the identical twin stories</i> : Perform open source-based incidental case analyses on of behavior development among identical twins on being differently nurtured as they grow up	3
2	Individual Behavior Theoretical Elements of Learning <i>Attitude</i> : Meaning and significance of attitude; components of attitude; selected job attitudes; the relationship between job attitude and job satisfaction; Factors affecting job satisfaction; Nepalese cross-cultural relationship in developing individual attitude with specific cases of Karnali Province. <i>Personality</i> : Meaning and significance of personality; Mayers-Briggs Type Indicator; Big-Five Personality Model; values and norms as the determinants of the individual personality; outcomes of effective personality. <i>Perception</i> : What is perception? The determinants of perception development; linkage between expectation, experience, and perception.	5
	Practical Elements of Learning <i>Motivation</i> : Defining motivation; the relationship between motivation and job satisfaction; brief introduction to early theories of motivation [Hierarchy of Needs Theory, Theory X and Theory Y, Two-Factor Theory, and McClelland's Theory of Needs]; outcomes of staff motivation in workplaces in context of Nepal with specific cases of Karnali Province. <i>Ethical debates</i> : Are employees responsible for workplace incivilities? (p. 71). Do happy workers mean happy profits? (p. 82) <i>Making Value Judgements on Personality</i> : Consider, for example, a few Nepalese national personalities with representation from all geographic belts and socio-economic clusters, and perform their personality audits with a focus on their physical, intellectual and social attributes.	9

	<p><i>Simulation:</i> Perform multiple group simulations to establish the ways how the experience in multiple cultures helps shape creative skills in making better decisions. (p. 179). Try to derive the reflections from the Karnali Province of Nepal.</p> <p><i>Micro Presentation:</i> Allow the students work in groups of 5-8 members each to establish a comparative display of the key focus of the various traditional/early theories of motivation with its implications in economically and educationally less developed areas of Nepal and make a class presentation</p> <p><i>Nature and Nurture:</i> Meaning and significance of 'nature' and 'nurture' in shaping individual behavior; effect of Nepalese family values and norms on individual behavior development with specific cases of Karnali Province.</p>	
3	<p>Group Behavior</p> <p>Theoretical Elements of Learning</p> <p><i>Working Groups and Teams:</i> Meaning and distinctions between work groups and work teams in organizations; working process; types of work teams; outcomes of effective management of coalition in an organization.</p> <p><i>Communication:</i> Meaning and importance of corporate communication; the process of human communication; forms, functions, and directions of communication; barriers to effective communication in the context of Nepal and with a specific focus in Karnali Province.</p> <p><i>Conflict and Negotiation:</i> Meaning and significance of conflict in organizations; perception of conflict; forms and sources of conflict; conflict negotiation process; reflections on early negotiation practices under the Mukhiya System in the Karnali Province of Nepal; outcomes of effective conflict negotiation in organizations.</p> <p><i>Power and Politics:</i> Defining power and politics; comparison between power and politics; power tactics; causes and consequences of political behavior; outcomes of effect <i>power and politics</i></p> <p><i>Leadership:</i> Meaning and significance of effective leadership in organizations; general leadership traits; brief orientation to behavioral theories of leadership (Iowa, Ohio, and Michigan studies); the concept of team leadership and its importance in organizations; crises and prospects of leadership in Nepal with a specific focus on Karnali Province.ive power and politics management in organizations.</p>	6
	<p>Theoretical Elements of Learning</p> <p><i>Comprehensive Case Analyses:</i> Perform guided case analyses on Comprehensive Case 3: Building a Coalition, pp. 590-593.</p> <p><i>Exploratory Research:</i> Allow the learners work in groups of 5-8 members in each to Identify from a few communities lead persons how communication used to take place in Nepal and in Karnali regions in particular during their times of youth and then make a short presentation in class.</p>	12

	<p><i>Exploratory Research:</i> Allow the learners work in groups of 5-8 members each to Identify from a few communities lead persons how conflict negotiation used to take place in ancient Nepal and in Karnali regions in particular during their times of youth and then make a short presentation in class.</p> <p><i>Exploratory Research:</i> Explore the best practices of power and politics at the societal level via the traditional Mukhiya System in the Karnali region of Nepal in the early days and make a presentation showing the potential of using such knowledge in organizations today.</p> <p><i>Comprehensive Case Analyses:</i> Perform guided case analyses on Comprehensive Case 5: The Stress of Caring, pp. 596-598.</p>	
4	Theoretical Elements of Learning	3
	<p><i>Strategic Thrusts, Structure, and Design:</i> Meaning and significance of mission, vision, objectives, goals, priorities, policy guidelines, strategies, plan of action, and working tactics; Concept of formalization, centralization, and decentralization; Effects of organizational design, structure, rules, and regulations on people, processes, and performance</p> <p><i>Organizational Development and Change (ODC) and Culture:</i> Meaning and significance of ODC; reasons for change; resistance to change; approaches in managing planned change (Lewin's Three-Step Model, Kotter's Eight-Step Plan); Formalization and organizational culture; the value of culture; creating and sustaining organizational culture; outcomes of effective management of ODC and culture</p>	
	Practical Elements of Learning <p><i>Simulation:</i> Allow each student to think of establishing a small-scale new organization in any sector and help them craft the various elements of strategic thrusts of this initiative.</p> <p><i>Comprehensive Case Analyses:</i> Perform guided case analyses on Comprehensive Case 4: Boundaryless Organizations, pp. 593-595.</p>	7
5	Outcomes of Practices	
	<p>Theoretical Outcomes</p> <p>General Assumptions: Effective behavioral possession and transformation at the individual level would result in a more conducive process transformation at the group level thereby resulting in the desired levels of workforce retention, job satisfaction, punctuality, absenteeism, productivity, loyalty, and organizational image if supported with conducive organizational structure and culture [Reflection from basic OB model]</p>	0:30
	<p>Practical Outcomes</p> <p>Research-based Practice: Help students work in groups of 5-8 members each to perform a guided critical review of a research-based article on OB to identify a few causation-effect relationships of the OB variables.</p>	1
References		
<ol style="list-style-type: none"> 1. Robbins, S. P., Judge, T. A., & Vohra, N. (2017). Organizational behavior. (16th ed.). Chapter 1: What is Organizational Behavior; pp. 3-39. New Delhi: Pearson Education. 2. Articles to be provided in advance by the respective course instructor at the time of teaching-learning. 		

Course Title: Business Economics Level: BBA Year/Semester: I/II Course Code: MGT 425 Credit Hours: 3		
Course Description	This course Business economics II make students skilled to understand macroeconomic concept, variables and their use in business decision making. This subdivision of economics deals with the economy as a whole: aggregate national income and output, Employment, Income Determination, Business Cycles etc.	
Key Objectives	<ul style="list-style-type: none"> • Improve economic literacy and ability to apply economic models to analyze world events. • Analyze economic theory including introductory basic principles of economics, National Income, price fluctuations, Theories of employment and Income Determination Level. • Enhance the skills incorporating different macroeconomic domain in assessment of nature of business environment. 	
Enabling objectives	After the completion of all the learning, students will be able to: <ul style="list-style-type: none"> • Understand the basic conceptual model and apply it to solve events. • Describe theories of national income, price fluctuation, employment and determination level. • Improve the skills to handle business environment. 	
Unit	Contents	LH
1	Introduction to Macroeconomics	3
	Meaning, Scope, limitation of Macroeconomics, Application of Macroeconomics in Business Decision Making , Types of macroeconomic analysis	
2	National Income Accounting	6
	Meaning and Various Concepts of NI, Circular Flow of Income and Expenditure (Two, Three and Four Sector Economy), Measurement Methods and Difficulties, Numerical Case Studies	
3	Theories of Employment	3
	Say's law of Market and its implication, Determination of equilibrium level of employment and output under Classical Theory, Principle of Effective Demand: Aggregate Demand Price, Aggregate Supply Price, Determinations and Importance of Effective Demands.	

4	Income Determination Model (Keynesian Approach) Consumption Function, Saving Function and Investment Function, Paradox of Thrift, Multiplier: Investment Multiplier (Its Working and Leakages), Tax Multiplier, Government Expenditure Multiplier, Balanced Budget Multiplier, Export Multiplier, Import Multiplier and Foreign Trade Multiplier, Super Multiplier. Income Determination Model in a Two Sector Economy (AD-AS approach, S-I approach), Income Determination Model in a Three-Sector Economy (With Tax Government Expenditure and Transfer Payments), Income Determination Model in a Four-Sector Economy, Numerical Case Studies	12
5	Income Determination Model (IS-L M Framework) IS - LM Model with Two Sector Economy, Product Market Equilibrium and Derivation IS Curve, Money Market Equilibrium and Derivation of LM Curve, Determination of Equilibrium Income and rate of interest; IS – LM Model with Three Sector Economy, Money Market Equilibrium With Monetary Policy: Derivation of L M Curve, Product Market Equilibrium With Fiscal Policy: Derivation of IS Curve, Shift in IS and LM Functions, Simultaneous Equilibrium, Numerical Case Studies	6
6	Inflation, Deflation and Stagflation Meaning and Types of Inflation, Causes and Effects of Inflation, Anti-inflationary measures; Computation of Rate of Inflation; Deflation: Meaning causes and Measures to Control, Inflation and unemployment: Philips curve	6
7	Business Cycles Meaning, Characteristics and Phases, Measures to control business cycle	2
8	Macroeconomics Policies Monetary Policy: Meaning, Objectives and Instruments, Role of Central Bank in Economic Development and Financial Reforms, Fiscal Policy: Meaning, Objectives and Instruments, Budget: Meaning and Components, Process of Budget Formulation	6
9	Contemporary Macroeconomics Issues Liberalization and Globalization: Concept, benefits and defects; Foreign direct investment: concept, advantage and disadvantage, Foreign employment: benefits and defects, Economic inequality: concept causes and remedies	4
References		
1. Adhikari, R.P. et al. Macroeconomics for Business , Kathmandu: Asmita Publication. Latest Edition. 2. Bista, R.B. Economics of Nepal . Kathmandu: New Hira Books Enterprises. Latest Edition 3. Dwivedi, D.N. Macroeconomic Theory and Policy . New Delhi: Tata McGraw-Hill Publishing Company Limited. Latest Edition. 4. Jhingan, M.L. Macroeconomics . New Delhi: Vrinda Publication (P) Ltd. Latest Edition. 5. Kumar, R. and Gupta, K. Business Economics: Applications and Analysis . New Delhi: UDC Publishers and Distributors (P) Ltd .Latest Edition. 6. Mankiw, N.G. Principle of macroeconomics . New Delhi: Centage Learning India Private Limited.		

7. McConnell, C.R. et al. **Economics**. New Delhi: McGraw Hill. Et al. Latest Edition.
8. Mithani, D.M. **Money, Banking, International Trade and Public Finance**. Mumbai: Himalayan Publishing House. Latest Edition.
9. Shah, It K. **Public Economics** (Vol-2). Kathmandu: Ekta Books. Latest Edition.
10. Shapiro, E. **Macroeconomic Analysis**. New Delhi: Galgotia Publication (P) Ltd. Latest Edition
11. Shreshtha, R.G., Adhikari, G.M. and Paudet, R.K. **Macroeconomics for Business**. Kathmandu; KEC Publications. Latest Edition

SUGGESTED PUBLICATIONS Publications of Nepal Rastra Bank, Central Bureau of Statistics, Ministry of Finance, Nationd Planning Commission, IMF, World Bank, Asian Development Bank.

BBA 3rd Semester



Course Title: Human Resource Management Level: BBA Year/Semester: II/III Course Code: MGT 431 Credit Hours: 3		
Course Description	This course is positioned to serve as a milestone for building basic conceptual knowledge about human resource management systems process and its application in real life organizations. More specifically, the course covers basic understanding of the conceptual periphery of human resource management, role and importance of HRM, impacts of environmental forces on HRM, its linkage with corporate strategy, emerging concepts and challenges in human resource management, and depth understanding about four basic components of HRM systems process – acquisition, training and development, motivation and maintenance of human resources. It also plays a critical role in predicting employees' behaviors, attitudes, and performances. The course includes emerging human resource management approaches, tools and techniques that are gaining universal popularity in recent years.	
Key Objectives	<ul style="list-style-type: none"> • Develop knowledge and skills of students on the concept, functions, systems, approaches and techniques for managing human resources effectively in contemporary organizations in the local and global contexts. 	
Enabling objectives	After completion of this course, students will be able to: <ul style="list-style-type: none"> • build conceptual understanding of HR managers jobs and their professional contexts, • identify and assess the impact of environmental factors on human resource management policies and practices, • learn and develop essential HR skills and qualities to execute effectively the systems process components of human resource management (staffing, training and development, motivation and maintenance of human resources) for the attainment of organizational goals, • provide a to-date update of knowledge and implementation insights pertaining to emerging practices in human resource management in all sectors of the world economy, • familiarize with contemporary issues and challenges in human resource management, and • recommend human resource management tools and techniques as solutions to existing human resource management problems of a firm. 	
Unit	Contents	LH
	Introduction to Human Resource Management	5

1	<p>Basic Concepts of HRM: Concept, characteristics, objectives, significance of HRM; functions of HRM; roles and responsibilities of HRM; essential skills and qualities for HR managers; HR trends and opportunities; HR and Corporate Ethics; contemporary HR issues, challenges in HRM.</p> <p>Environmental Influences on HRM: Internal and external factors influencing HRM- government regulations, labor relations, technology, globalization, workforce diversity affects HRM Practices.</p>	
2	<p>Human Resource Planning and Recruitment</p> <p>HR Planning: Concept, importance, objectives of HR planning; relationship of HR planning to strategic planning; HR planning process; HR inventory, HR information system; replacement succession planning; HR demand and supply forecasting techniques.</p> <p>Job Analysis and Design: Concept of job analysis, job analysis methods, purposes of job analysis; job description; job specification. Job design: Concept, approaches and techniques.</p> <p>Recruitment: Concept, purposes, importance, sources and methods of recruitment, recruitment process; Recruitment of protected classes; Online recruitment.</p> <p>Selection: Concept, importance, selection process, concept and types of interviews, selection tests, and barriers to effective selection.</p> <p>Orientation, Placement and Socialization of New Employees: Concept, purposes, problems of orientation; placement: concept, problems; socialization: concept and process.</p>	13
3	<p>Training and Development</p> <p>Employee Training: Concept, objectives of training; benefits of training programs; determining training needs; issues in designing and conducting training programs; training methods (on-the-job and off-the-job).</p> <p>Management Development: Concept, objectives and methods (on-the-job and off-the-job); executive development in global companies; Emerging concepts of HRD: talent management; empowerment; Evaluating training and development effectiveness; Training and development practices in Nepalese organizations; International training and development issues.</p> <p>Career Development: Concept of career planning and development; career development: value for the organization and the individual; career stages; suggestions for enhancing employee career.</p>	10
4	<p>Maintaining High Performance</p> <p>Performance Appraisal: Concept, uses and methods (absolute standards, relative standards, MBO, 360-degree); appraisal interviews; factors affecting performance appraisals.</p> <p>Compensation: Concept and types of rewards; criteria for reward distribution; Compensation: Concept; government influences on compensation administration; job evaluation and pay structure; establishing the pay structure; factors affecting wage structure; special cases of compensation; executive compensation; concept and types of employee benefits.</p>	12

	Health and Safety: Organizational Safety and Health Act (OSHA); OSHA inspection priorities; OSHA record keeping requirements; OSHA punitive actions; OSHA: A resource for employers; Contemporary health and safety issues; Stress and burnout: Concept, causes, reducing stress and burnout; Employee assistance programs.	
5	Labour Relations Labour Relations: Concept, objectives, actors of labor/industrial relations; Trade union: Concept, functions, types, reasons for joining trade union; trade union issues in Nepal; features and main provisions of Labour Act; Labour Disputes: causes and settlement of disputes; Collective Bargaining: concept and process; collective bargaining issues in Nepal. Employee grievances: concept, grievances handling methods; Employee Discipline: Concept of discipline, causes of discipline problems, disciplinary actions-before and after, general guideline in administering discipline; process of managing discipline.	8
References /Text Book		
1. DeCenzo, David A., & Robbins, S. P. <i>Fundamentals of Human Resource Management</i> . New Delhi: Wiley India Pvt. Ltd. 2. Adhikari, D.R. <i>Fundamentals of Human Resource Management</i> . Buddha Academic Publishers and Distributors Pvt. Ltd. 3. Aswathappa, K. <i>Human Resource Management</i> . Mc Graw Hill Education. 4. Dessler, Gary, & Varkkey, Biju. <i>Human Resource Management</i> . New Delhi: Pearson Education. 5. Labor Act of Nepal.		

Course Title: Financial Reporting and Analysis Level: BBA Year/Semester: II/III Course Code: MGT 432 Credit Hours: 3		
Course Description	This course aims to provide students with the basic concepts and practices of financial reporting and analysis. This course also enables the students to understand the basic accounting standards for financial reporting. Similarly, this course also provides the knowledge to the students about the preparation of various financial statements for financial reporting and analysis.	
Key Objectives	<ul style="list-style-type: none"> • Familiarizes the students with the basic concept of the financial reporting and analysis. 	
Enabling objectives	After completing this course, the students will be able to: <ul style="list-style-type: none"> • understand the basic concepts and practices leading to preparation and presentation of financial statements. • apply the basic accounting standards for financial reporting • know the various concepts, tools and practices in analysis and interpretation of financial statements. • understand and analyze the annual report of Nepalese companies 	
Unit	Contents	LH
1	Introduction to Financial Reporting	6
	Financial reporting: Definition, importance and types; Basics of financial reporting: Annual report: contents, structure, provisions in the company law	
2	Accounting Standards for Financial Reporting	8

	Relevant provisions of the Nepal Accounting Standards (NAS) [Framework for the preparation and presentation of financial statements, Presentation of financial statement (NAS1), Cash Flow Statement (NAS3), Interim Financial Reporting (NAS17)]; the International Accounting Standards/International Financial Reporting Standards	
3	Business Transactions and Accounting Cycle	8
	Forms of business entities, Transactions and events; Rules for debit and credit, The Accounting Cycle: Recording transactions, Recording adjusting entries, Preparation of unadjusted trial balance; Adjusting entries for accruals and deferrals; Adjusted trial balance; Closing entries; Preparation of financial statements with schedules.	
4	Major Financial Statements	6
	Balance Sheet: Basic elements of balance sheet: Assets (Currents & Long-term), Liabilities (Current & Long-term); Statement of shareholder's equity account (Common stock, Preferred stock, Retained earnings, and Treasury stock), Income Statement: Basic elements of income statements, Statement of Cash Flow: Basic elements of statement of cash flow (Operating activities, investing activities, financing activities).	
5	Financial Statements Analysis	12
	Definition, Objectives and Importance of financial statements analysis; Types of financial analysis: Fundamental and Technical Analysis, Horizontal and Vertical Analysis; Parties interested in financial analysis; Limitations of financial statements, Analysis and interpretation of financial statements: Ratio analysis and interpretation (Liquidity, Assets management, Debt management, Profitability and Market Value ratios)	
6	Understanding the annual report of Nepalese companies	8
	Understanding the annual report of Nepalese commercial banks, Insurance companies, Manufacturing and Processing companies, Trading companies, Hotels, Hydropower companies etc.; Financial analysis of Nepalese companies	
References		
4. Charles, H. Gibson, Financial Reporting and Analysis, South-Western Cengage Learning		

5. Annual Report of Nepalese Companies
6. Relevant publications of International Accounting Standards Board and Accounting Standards Board of Nepal.
7. Acts relating to Securities Board of Nepal and Nepal Stock Exchange.

Course Title: Business and Society

Level: BBA

Year/Semester: II/I

Course Code: MGT 433

Credit Hours: 3

Teaching Hours: 48

Course Description	This syllabus is intended to contribute to the students in pursuing the knowledge of business domain that suits to the concerning society. The contents of this syllabus, in some extent, provides knowledge to the students on sociological insights to be aware of possible incompatibility between business and society. Moreover, it pays attention to enabling students' efficiency to adhere to multi-culture atmosphere in business, and the perception of business with social responsibility.	
Key Objectives	This course has envisioned to prepare students to understand the society in which they do business, live and develop their individual identity. Subsequent to this, students familiarize themselves to the business with social entrepreneurship.	
Enabling objectives	At the completion of the syllabus, students must be capable of understanding: i) What development is, the strategies being used for the development of the society especially in Nepal. ii) Prospects of the business and self-employment in Nepal with empirical analysis juxtaposing economic, social and cultural capital. iii) Business with sustainable development at large.	
Unit	Contents	LH
1	Basic social insights on modern world and business : Meaning of development and underdevelopment, an overview of Nepal with respect to development and underdevelopment, context of the evolution of capitalism, understanding modern world economy in terms of capitalism and globalization, Need of Sociological knowledge in solving problems in society and business, William F. Ogburn's concept of "Cultural Lag" and its application to business.	8

2	Practices of development : A. State led development: Basic features and rationale of state led development, practices of the state led development in Nepal, critique of state led development. B. Market led development: Basic features and rationale of market led development, practices of the market led development in Nepal, critique of Market led development. C. NGOs/INGOs led development: Basic features and rationale of NGOs/INGOs led development, practices of the IGOs/INGOs led development in Nepal, critique of IGOs/INGOs led development.	9
3	Social structure and employment in Nepal: A) An overview on administrative structure of Nepal. B) Nepalese social structure in terms of population distribution and development of urban centers. C) Historical background of foreign employment from Nepal. An assessment of Nepalese youth in foreign employment. D) Industrial infrastructures (industrial village, industrial sectors, special economic zone) in Nepal. E) Prospects of the business and self-employment in Nepal.	8
4	Understanding Work, Business and people: Work and society, decent work deficits, mechanization/robotisation/computerization, craft production, fordism, specialization, division of labor, fixed-term/permanent contracts, precarious jobs and poverty, trainees/interns, flexibility, strikes, trade unions, full-time job, part-time job, offshoring/outsourcing, working time, holidays, economic capital, social capital, cultural capital, indigenous knowledge in production and business. Relationships between job satisfaction, organizational trust and work alienation.	8
5	Collective Behavior and Social movements: A. Meaning of collective behavior, perspectives on collective behavior (functional perspective, conflict perspective), collective behavior and disadvantaged group. Meaning of social movements, types of social movements, causes of social movements. B. Trade unions as a forum of collective behavior and its applications in business field.	9
6	Social entrepreneurship and business : Business goal and social expectation, differences between social entrepreneurship and business entrepreneurship, corporate social responsibility, sustainable development and global business.	6
References		



Unit-1

Dahal, D. R., Bongartz, H. (1996). *Development studies (self-help organizations, NGOs and civil society)*. Nepal foundation for advance studies. Nepal

Unit-2

Guru Gharana, K.K. (1997). State led development strategy in Nepal. In Bhattachan K. B., Mishra C. (Ed.). *Development practices in Nepal*. (pp 16-43). Central department of Sociology and Anthropology, Tribhuvan University, Nepal.

Sharma, S.P. (1997). Market led development strategy of Nepal. In Bhattachan K. B., Mishra C. (Ed.). *Development practices in Nepal*. (pp 44-67). Central department of Sociology and Anthropology, Tribhuvan University, Nepal.

Acharya, M. (1997). Non-Government Organization (NGO) led development strategy in Nepal. In Bhattachan K. B., Mishra C. (Ed.). *Development practices in Nepal*. (pp 69-99). Central department of Sociology and Anthropology, Tribhuvan University, Nepal.

Unit-3

Constitution of Nepal 2015.

International Labor organization (2016). *The future of work in Nepal*.

Ministry of Finance, Nepal (2079). *Economic Survey (2078/079)*. Pp.90-93.

National Statistics office, Nepal. *Census report 2021*.

Unit-4

Arter, M. (2017, December). *Relationships between job satisfaction, organizational trust, and work alienation* [Paper Presentation]. 13th International Strategic Management Conference. <http://dx.doi.org/10.15405/epsbs.2017.12.02.17>.

International Labor organization (2016). *The future of work in Nepal*.

Scott, J. & Marshall, G. (2009). *A Dictionary of Sociology* (third edition revised). Oxford University Press.

Unit-5

Regmi, R. R. (2001). *The essentials of Sociology*. Kathmandu, Nepal. Pp. 492-507.

Unit-6

Erpf, P. (2017). What is social entrepreneurship and how can it be differentiated from business entrepreneurship? *Die Unternehmung*, 71(2), 197-208.

Lawrence, A.T. & Weber, J. (2017). *Business and Society: Stakeholders, ethics, public policy* (fifteenth edition). McGraw Hill Education, New York.



Course Title: Introduction to Psychology

Level: BBA

Year/Semester: II/III

Course Code: MGT 434

Credit Hours: 3

Teaching Hours: 48

**Course
Description**

This course deals with the theoretical and practical aspects of introduction to psychology. This course divulges about the understanding introduction to psychology in terms of basic concept, definitions, different theories about related to psychology, fields of psychology, social psychology, behavioral psychology, abnormal psychology, developmental psychology, and industrial/organizational psychology. Furthermore, it deals about dimensions or models of personality, attitude and intelligence, Likewise the course also deals about relationship between psychology and entrepreneurship, industrial-organizational psychology and its importance in the field of business. Finally, this course also focuses on the application of psychological knowledge in the field of human resources management, trade and especially on entrepreneurship and use of counseling in the field of financial sector.

Key Objectives

- To acquaint the students with understanding introduction to psychology in terms of concept, meaning, definitions, Types and common understanding about psychology in local context.
- To familiarize about human growth and development, stages of human development, determination of sex, diffusion of human gins, factors affecting human development.
- To understand about different issues of human development, introduction and characteristics of adolescence, common understanding about adolescence in local context.

Enabling objectives	<p>After completion of this course, students will be able to:</p> <ul style="list-style-type: none">i. Acquire the knowledge, skill, and attitude about different theories related to psychology and identify the application of psychological theories in the field of human resources management and entrepreneurship.ii. Understand general concepts about personality, attitude, and intelligence and to acquire knowledge, skill, and attitude for applications in the field of human resources management and entrepreneurship.iii. Introduce and understand the concept of industrial-organizational psychology and its application in the field of industrial growth and organizational development.iv. Acquire knowledge, skill and attitude in the areas of counseling and its application in the financial sector.														
Unit	<table><tr><th>Contents</th><th>LH</th></tr><tr><td>1</td><td>8</td></tr><tr><td>Introduction to Psychology Meaning of psychology, Definitions of psychology Types of psychology, Abnormal psychology, Behavioral psychology, Biopsychology, Cognitive psychology, Developmental psychology, Forensic psychology, Social psychology, Industrial-organizational psychology, Common understanding about psychology in local context, Relationship between psychology and business (Kalat, 2016), (Morgan & Gilliland, 1927)</td><td></td></tr><tr><td>2</td><td>10</td></tr><tr><td>Developmental Psychology Concept of human growth and development, Stages of human development, Pre-natal stages, Post-natal stages, Determination of sex and the twins, diffusion of human genes, Factors affecting human development, Heredity, Environment, Issues of human development, Nature vs. Nurture, continuity vs. discontinuity, Stability vs. change, Introduction and characteristics of adolescence, Common understanding about adolescence in local context (Hurlock, 1950), (Slater & Bremner, 2003), (Ceci & Williams, 1999)</td><td></td></tr><tr><td></td><td></td></tr><tr><td>Theories of Psychology</td><td></td></tr></table>	Contents	LH	1	8	Introduction to Psychology Meaning of psychology, Definitions of psychology Types of psychology, Abnormal psychology, Behavioral psychology, Biopsychology, Cognitive psychology, Developmental psychology, Forensic psychology, Social psychology, Industrial-organizational psychology, Common understanding about psychology in local context, Relationship between psychology and business (Kalat, 2016), (Morgan & Gilliland, 1927)		2	10	Developmental Psychology Concept of human growth and development, Stages of human development, Pre-natal stages, Post-natal stages, Determination of sex and the twins, diffusion of human genes, Factors affecting human development, Heredity, Environment, Issues of human development, Nature vs. Nurture, continuity vs. discontinuity, Stability vs. change, Introduction and characteristics of adolescence, Common understanding about adolescence in local context (Hurlock, 1950), (Slater & Bremner, 2003), (Ceci & Williams, 1999)				Theories of Psychology	
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Theories of Psychology															



3	<p>The psychoanalytic theory – Sigmund Freud, Basic concept of psychosexual theory</p> <p>Stages of psychodynamic development, Oral stage, Anal stage, Phallic stage, Latency stage, Genital stage, Structure of personality, Id, Ego, superego, Application the structure of personality in human resources management, Humanistic Theory – Abraham Maslow’s, Basic concept of humanistic theories, Maslow’s hierarchy of needs, Application of hierarchy of needs in entrepreneurship, Cognitive development theory- Jean Piaget’s, Basic concept, Stages of cognitive development, Application of psychological theory in the development of entrepreneurship</p> <p>(Borden, 2009), (Kline, 2013), (Maslow, 1998), (Chapman, 1988)</p>	8
4	<p>Personality, Attitude and intelligence</p> <p>Personality, Meaning and definitions of personality, Introvert and extrovert personality, impact of introvert and extrovert personality in organizational behavior, Attitude, Basic concept of attitude, Positive, negative and neutral attitude, Major factors that affecting on attitude development -personality, values, experience, emotion, intelligence, family background, peer group, society, education, gender, religion etc. Intelligence, Meaning and definitions of intelligence, Howard Gardner’s eight types of multiple intelligence theory</p> <p>I. Linguistic intelligence</p> <p>II. Visual-spatial intelligence/ III. Musical Intelligence</p> <p>IV. Bodily-kinesthetic intelligence</p> <p>V. Naturalistic intelligence</p> <p>VI. Intrapersonal intelligence</p> <p>VII. Interpersonal intelligence</p> <p>VIII. Logical-Mathematical intelligence</p> <p>Application of multiple intelligence theory in human resources management</p> <p>(McShane, Steen, & Tasa, 2004), (Sherif, Sherif, & Nebergall, 1965), (Pfeifer & Scheier, 2001), (Gardner, 1993), (Martin, 2001)</p>	10
5	<p>Industrial- organizational Psychology</p> <p>Basic concept of I-O psychology, The roles of industrial-organizational psychology, Employee satisfaction, Motivation, Health, Safety, Well-being, Areas of industrial-organizational psychology, Selection and placement, Training and Development, organizational development, Performance measurement, Quality of work life, Consumer psychology, Importance of</p>	6



	<p>industrial-organizational psychology, Understanding human relations, Human engineering, Recruitment, Selection and Placement, Development and training personnel, Identifying skill gap, Application of industrial-organizational psychology in local industry and organization (Miner, 1992), (Aamodt, 2022)</p>	
6	<p>Counseling</p> <p>Meaning and definitions of counseling, Basic principles of counseling</p> <p>I. Principle of acceptance</p> <p>II. principle of communication</p> <p>III. Principle of non-judgmental attitude</p> <p>IV. Principle of empathy</p> <p>V. principle of confidentiality</p> <p>VI. Principle of individuality</p> <p>VII. Principle of non-emotional involvement</p> <p>VIII. Principle of purposeful expression of feelings</p> <p>Stages of counseling process</p> <p>Step 1: Relationship building</p> <p>Step 2: Problem assessment</p> <p>Step 3: Goal setting</p> <p>Step 4: Counseling intervention</p> <p>Step 5: Evaluation, termination</p> <p>Importance of counseling in financial institution, Practices of counseling in local micro-finance institutions</p> <p>(Herr, 1989), (Durband, Law, & Mazzolini, 2018), (McLeod, 2013)</p>	6
<p>References</p> <p>Aamodt, M. G. (2022). <i>Industrial/organizational psychology: An applied approach</i>: Cengage Learning.</p> <p>Borden, W. (2009). <i>Contemporary psychodynamic theory and practice</i>: Lyceum Books.</p> <p>Ceci, S. J., & Williams, W. M. (1999). <i>The nature—nurture debate: The essential readings</i>: Blackwell Publishing.</p> <p>Chapman, M. (1988). <i>Constructive evolution: Origins and development of Piaget's thought</i>: Cambridge University Press.</p> <p>Durband, D. B., Law, R. H., & Mazzolini, A. K. (2018). <i>Financial Counseling</i>: Springer.</p> <p>Gardner, H. (1993). <i>Multiple intelligences: The theory in practice</i>: Basic books.</p> <p>Herr, E. L. (1989). <i>Counseling in a dynamic society: Opportunities and challenges</i>: ERIC.</p>		

Hurlock, E. B. (1950). *Child development*: Ratna Sagar.

Kalat, J. W. (2016). *Introduction to psychology*: Cengage Learning.

Kline, P. (2013). *Fact and Fantasy in Freudian Theory (RLE: Freud)*: Routledge.

Martin, J. (2001). *Profiting from multiple intelligences in the workplace*: Gower Publishing, Ltd.

Maslow, A. H. (1998). *Maslow on management*: John Wiley & Sons.

McLeod, J. (2013). *An introduction to counselling*: McGraw-hill education (UK).

Miner, J. B. (1992). *Industrial-organizational psychology*: McGraw-Hill Book Company.

Morgan, J. J. B., & Gilliland, A. R. (1927). *An introduction to psychology*: Macmillan.

Pfeifer, R., & Scheier, C. (2001). *Understanding intelligence*: MIT press.

Sherif, C. W., Sherif, M., & Nebergall, R. E. (1965). *Attitude and attitude change: The social judgment-involvement approach*: Saunders Philadelphia.

Course Title: Business Statistics

Level: BBA

Year/Semester: II/III

Course Code: MGT 435

Credit Hours: 3

Course Description	<p>This course introduces the students to statistical tools and techniques which are applied to in business decision-making. The course will cover the basic tools used to describe data for the purposes of transforming data into information. In addition, the course will present the fundamentals of statistical inference showing how it is possible to examine a small subset of data to reach conclusions about a larger set of data.</p> <p>The statistical tools should be introduced from an applied perspective using business-related examples. Microsoft Excel software will be used throughout the course to aid in statistical analysis.</p>
Key Objectives	<p>This course provides undergraduate business students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations, to apply basic business analytics tools in a spreadsheet environment, and to communicate with analytics professionals to effective use and interpret analytic models and results for making better business decisions.</p>
Enabling objectives	<p>After completion of all the Learning units of the course participants will be able to:</p> <ul style="list-style-type: none"> Implement a unified approach to business-related problems by integrating methods and applications that have been traditionally

	<p>taught in separate courses, specifically statistics and management science.</p> <ul style="list-style-type: none"> Analyse business problems with tools they have access to and will use in their careers. Use Excel functions for business intelligence queries in databases. Explain the purpose of regression analysis and provide examples in business. <p>Explain the purpose of classification methods, how to measure classification performance, and the use of training and validation data.</p>	
Unit	Contents	LH
1	Describing Data using Graphs and Tables	4
	Statistics in Business, Frequency distribution, Stem-and-leaf plots, Diagrams and Graphic presentation of Frequency distribution – Histogram, Ogive curve	
2	Describing Data Using Numerical Measures	9
	Measures of Central Tendency (Mean, Median and Mode), Partition values (quartiles, deciles and percentiles), Measures of variation (Range, Inter Quartile Range, quartile deviations), Variance and standard deviation, Coefficient of Variation, Skewness, Kurtosis, Five-number summary, Box- Whisker plot. Unit Case Study	
3	Probability	5
	Sample Space and Events, Probability, laws of probability, conditional probability, Baye's theorem. Unit Case Study	
4	Sampling Theory and Sampling Distributions	5
	Population and Sample, Sampling Methods, Central limit theorem, Sampling Distribution of Mean and Proportion. Unit Case Study	
5	Estimation	6
	Estimation, Properties of Good Estimator: Consistency, unbiasedness, efficiency and sufficiency, Point and interval estimates, Margin of Error and Levels of Confidence, Confidence interval estimates for mean and proportion, Unit Case Study	
	Introduction to Hypothesis Testing	

6	Concept of Hypothesis Testing, Steps of Hypothesis Testing, Hypothesis Testing for Mean and Proportions for large Sample, Hypothesis Testing Using Critical Value approach, Confidence Limit approach, p-value approach. Unit Case Study	7
7	Simple Linear Correlation	6
	Scatter plot, Measures to describe correlation, Pearson's correlation coefficient, test of significance of Sample Correlation Coefficient using Probable Error, Spearman's rank correlation coefficient Unit case study	
8	Simple Linear Regression	6
	Linear models, Assumptions of the linear model, Linear regression model, Obtaining the least- squares linear regression model, interpretation of regression Coefficients, coefficient of determination. Unit case study	
References		
1. David Levine and et al, Statistics for managers using MS excel Pearson		
2. Glyn Davis and Branco Pecar, Business Statistics using EXCEL, Oxford University Press.		

BBA 4th Semester



Course Title: Financial Management -I Level: BBA Year/Semester: II/IV Course Code: MGT 441 Credit Hours: 3		
Course Description	This course aims to provide students with the basic concepts of financial management. This course enables the students to make proper financial decision in the field of corporate world by enhancing their capacity in the field of financial management. Furthermore, this course will also explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to financial analysis, valuation of securities, capital budgeting, and working capital management.	
Key Objectives	Familiarizes the students with the fundamental concept of the financial management.	
Enabling objectives	After completing this course, the students will be able to: <ul style="list-style-type: none"> ➤ develop a foundation of financial management concepts, ➤ understand the basic components of financial analysis, ➤ use the concept of time value of money in business decision, ➤ understand the basic concept of the valuation of financial securities and develop the corporate valuation model, ➤ make important investment decisions by using different alternatives decision techniques of capital budgeting, and ➤ manage optimal working capital of the firm by maintaining the optimum level of component of working capital, i.e., cash, receivable, inventory and payable. 	
Unit	Contents	LH
1	Introduction to Financial Management	03

	Concept of Financial Management, Functions of Financial Management, Importance of Financial Management, Goals of Financial Management: Profit Maximization & Wealth Maximization, Agency Relationship: Agency Problems: Shareholders vs Managers and Agency Problems: Shareholders vs. Creditors	
2	Financial Statement, Cash Flows and Financial Analysis	09
	Concept and Uses of Financial Statement, Types of Financial Statements: Income Statement, Statement of Retained Earnings, Balance Sheet, Statement of Cash Flows: Concept and its Preparation, Financial Ratio Analysis: Uses of Financial Ratios, Users of Financial Ratios, Limitations of Financial Ratios, Types of Financial Ratios.	
3	Time Value of Money	09
	Concept and Significance of time Value of Money, Cash Flow Time Line, Future Value and Compounding, Present Value and Discounting, Future Value and Present Value of: Single Cash Flow, Annuity & Uneven Cash Flow Stream, Solving for Interest Rates and Number of Periods, Semi-Annual and Other Compounding Periods, Present Value of Perpetuity, Comparison of different types of interest rates, Preparation of Loan Amortization Schedule.	
4	Bond and Stock Valuation	09
	Meaning and Features of Bond, Bond Valuation Model, Valuation of Semi-Annual and other Coupon Bond, Required Return and Bond Value, Changes in Bond Value over Time, Bond Yield Measures. Meaning and Features of Preferred Stock, Valuation of Preferred Stock. Meaning and Features of Common Stock, Value of common stock, Common Stock Valuation Models, Expected Rate of Return on a Constant Growth Stock, Valuation of the Firm.	
5	The Capital Budgeting	09
	Concept and Significance of Capital Budgeting, Capital Budgeting Process, Classification of Capital Projects, Estimation of Cash Flows, Capital Budgeting Techniques: Pay Back Period, Discounted Pay Back Period, Net Present Value, Internal Rate of Return, Modified Internal Rate of Return and Profitability Index, Net Present Value Profile.	
6	Management of Working Capital	09
	Concept and Types of Working Capital, Factors Affecting Working Capital, Significance of Working Capital Management, Working Capital Cash Flow Cycle, Working Capital Policy. Cash Management: Motives for Holding Cash, Managing Collections and Controlling Disbursement, Cash Management Models.	

	<p>Receivables Management: Concept of Receivable Management, Elements of Credit Policy, Monitoring Receivables, Cost of Maintaining Receivables</p> <p>Inventory Management: Basic Inventory Cost, Economic Order Quantity, Reorder Point, and Safety Stock.</p>	
References		
<p>8. Brigham, E. F. & Houston, J. F. (2009) Fundamentals of Financial Management. India: South Western Publication.</p> <p>9. Van Horne, J. C., & Wachowicz, J. M. (2009) Fundamentals of Financials Management. Pearson Education.</p> <p>10. Pandey, I. M. (2009). Financial Management, New Delhi: Vikash Publishing House Pvt. Ltd.</p> <p>11. Shrestha, P. M., Lamichhane, P. & Pokhrel, S. (2021). Financial Management-I, Deepmala Publication, Kathmandu, Nepal</p>		

<p>Course Title: Cost and Management Accounting</p> <p>Level: BBA</p> <p>Year/Semester: II/IV</p> <p>Course Code: MGT 442</p> <p>Credit Hours: 3</p> <p>Teaching Hours: 48</p>	
Course Description	The course is designed to provide students with an understanding of the concepts, tools and techniques of cost and management accounting and their application in managerial decision making. The course further introduces students to the sound base structure for higher study in accounting besides in practical knowledge required by the middle level managers to handle cost information independently. This course comprises conceptual foundation of cost and management accounting, segregation of cost, accounting for material, labor and overhead, allocation, apportionment and absorption of overhead cost, income statement under variable and absorption costing technique, flexible budget under different levels of activities and cost volume profit analysis.
Key Objectives	<ul style="list-style-type: none"> ➤ Acquire practical concepts and skills of cost and management accounting ➤ Contextualize cost and management information for managerial decision
Enabling objectives	After completion of all the learning units of the course, participants will be able to:

	<ul style="list-style-type: none"> ➤ understand the concept of cost and management accounting. ➤ know the concept, tools and practices of management accounting ➤ apply those concept and principle in decision making ➤ realize the budgeting and different level of costing ➤ know the costing system of material, labor and overhead 	
Unit	Contents	LH
1	Conceptual Foundation Meaning, objectives, importance, advantages and limitations of cost and management account; Differences between financial, cost and management account, classification of cost (according to element, function, behavior and decision making); Concept and method of cost segregation: two-point method and least square method.	6
2	Accounting for Materials (Inventory) Materials: concept, reasons and objectives for holding material; Inventory control: meaning, importance; Techniques of inventory management (economic order quantity with and without discount, re-order, maximum level, minimum level, danger and average stock levels) under the condition of certainty.	6
3	Accounting for Labor Concept and need for labor cost and labor cost control; System of wages payment (piece rate and time rate payment system); Incentive wages payment Plan: Halsey and Rowan premium plan, Taylor's differential piece rate system, Gantt's Task and Bonus plan.	6
4	Accounting for Overhead Meaning, classification and importance of overhead; Accounting and distribution of overhead cost: allocation, apportionment, reapportionment and absorption of overhead cost.	6
5	Variable Costing and Absorption Costing Concept, importance, income statement under variable costing technique, reconciliation statement between absorption and variable costing techniques showing the causes of difference. Concept, importance, income statement under absorption costing technique, limitations.	12
6	Cost Volume Profit Analysis Meaning and importance of cost volume profit analysis, assumptions of cost volume profit analysis and its limitation; Contribution margin analysis; Break-even analysis: under constant and the following underlying situations: changes on selling price, fixed cost, & variable cost, and under step fixed cost, break-even-analysis of multi-products firms.	8







7	Flexible Budget	4
	Concept, importance of flexible budget; Limitation of static budget, Flexible budgeting for overhead cost control, flexible budget in different level of activity.	
References		
<ol style="list-style-type: none">1. Charles T. Horngren, Srikant M. Datar and George foster, <i>Cost Accounting: A managerial emphasis</i>, Pearson Education2. Jawahar Lal, <i>Cost Accounting</i>, Tata McGraw Hill Co., New Delhi3. S. N. Maheshwari & S.N. Mittal, <i>Cost Accounting: Theory and Problems</i>, Shri Mahabir Book Depot, New Delhi4. M. R. Koirala, and et.al, <i>Cost and Management Accounting</i>, Buddha Academy Publication House, Kathmandu.5. Koirala, Y.R. and et.al, <i>Cost and Management Accounting</i>, Ashmita Publication, Kathmandu.		

Course Title: Fundamentals of Entrepreneurship Level: BBA Year/Semester: II/IV Course Code: MGT 443 Credit Hours: 3 Teaching Hours: 48	
Course Description	The fundamentals of entrepreneurship introduce students with basic concepts and characteristics of entrepreneurship process and practices. It makes them learn what is essential for being successful entrepreneurs in the today's competitive market. It provides how to tackle business challenges and make the dream come true by equipping students with reasoning skills through idea generation, design thinking, marketing, digital skills, and ecosystem.
Key Objectives	<ul style="list-style-type: none"> ➤ To introduce basic concepts of entrepreneur and entrepreneurship, characteristics of entrepreneurs. ➤ To improve student's self-confidence and giving them a chance at becoming self-reliant so that they are not totally dependent on employment. ➤ To provide a dynamic platform on which an individual can explore their strengths through practical application. ➤ To offers a thorough learning management system, assisting them in forming the right values and cognitive framework.
Enabling objectives	After completion of all the learning units of the course, participants will be able to:

	<ul style="list-style-type: none"> a) Develop an understanding of entrepreneurship and small business and appreciate their role in an economy, particularly in the FSM economy b) Develop and demonstrate competence in basic business and marketing planning c) Demonstrate competence in identifying opportunities and challenges that entrepreneurs face d) Improve their perspectives on innovation and continuously integrating, and accumulating new knowledge to mold their innovative ability and personality. 	
Unit	Contents	LH
1	Introducing Entrepreneurs	6
	Evolution of the Concept of Entrepreneur, Characteristics and Functions of Entrepreneur, Types of Entrepreneurs, Entrepreneur and manager, Intra-preneur, Start-up.	
2	Types of Entrepreneurs	6
	Concept of Entrepreneurship, Types of Entrepreneurships: Women Entrepreneurship, Rural Entrepreneurship, Tourism Entrepreneurship, Agri-Preneurship, Social Entrepreneurship, Factors affecting Entrepreneurship Growth.	
3	Entrepreneurship Motivation	8
	Entrepreneurship Motivation, Motivational Cycle or Process, Theories of entrepreneurial Motivation, Entrepreneurial Motivation, changes in entrepreneurship Motivation, Achievement Motivation, Entrepreneurial Motivation Behavior.	
4	The Business Plan	8
	Need for Opportunity Identification and Selection, Environment Dynamics and Change, Business Opportunities in Different Sector, Meaning of Business Plan, Contents of Business Plan, and Formulation of Business Plan.	
5	Protecting Idea	8
	General Introduction of different types of Company, General Introduction of the Nepalese Intellectual Property, Legal Issues in setting up the organization, Patents, Trademarks, Copyrights, Licensing, Product safety and Liability, Insurance	
6	Ecosystem and Support for Entrepreneurship	6
	Institutional Finance to Entrepreneurs, Lease Financing and Hire Purchase, Institutional Support to Entrepreneurs, Taxation Benefits to Small-Scale Enterprise, Government Policy for Small-Scale Enterprise	
7	Social Responsibility of Business	6

	Corporate Social Responsibility, Corporate Citizenship, Strategy, CSR: Evolution and Development, Apprehensions against CSR, Forms of CSR, Dimensions of CSR, Making Business Corporations Socially Responsible.	
References		
1. Text Book: Entrepreneurial Development, Dr. S.S. Khanka, S. Chand & Company PVT. LTD.		

Course Title: Management Information System (MIS) and Information Technologies (IT) Applications Level: BBA Year/ Semester: II/IV Subject Code: MGT 444 Credit Hours: 3 Lecture Hours: 48	
Course Description	Management information system is core components of business organization at recent business environment. MIS is to implementation and utilization of computing system in business organization to increase the productivity of the organizations to achieve the goal. This course is design you to understand detail about Management information system.
Key Objectives	<ul style="list-style-type: none"> ➤ To introduce basic concepts of MIS and IT applications. ➤ To improve student's self-confidence and giving them a good knowledge about Computer applications to increase the performance at their organizations. ➤ To provide a dynamic platform on which an individual can explore their strengths through practical application.
Enabling Objectives	<p>After complete of the chapter, Learner will be able to define and describe the following.</p> <ul style="list-style-type: none"> ➤ Define and describe the term information system and use of information system in an organization to better productivity. ➤ Explanations about Components of information system ➤ Describe the process of how organizations use information technology for competitive advantage.

	<ul style="list-style-type: none"> ➤ Classify and categories type of information system. ➤ Explanations about different database structures, and their implementation and maintenance. ➤ Define and describe different security issues and their security alternatives. ➤ Understand the uses of information system to decision makers. 	
Unit	Course Content	L.H
1	Introduction	8
	Definition, Objectives and role of MIS, System, Information system, Information system resources, types of management information system, Decision support system (DSS) Managerial challenges of information system.	
2	Strategic Enterprise Systems	10
	Enterprise resource planning (ERP), Supply chain management (SCM), Customer relationship management (CRM), Accounting information system(AIS), Geographic information system(GIS) Naturel resources management system(NRMS)	
3	Information Management with Database system	10
	Introduction, fundamental data concept (character, field, database management system, database structures (Hierarchical structure, network structure, relational structure, object oriented structure, Multidimensional structure) Types of database (Operational database, distributed database, external database) Data warehouse and data mining, Meta data.	
4	Emerging Technologies	12
	Cloud computing, Big Data Technologies, Internet of Things (IoT), Bring Your Own Device (BYoD,) Virtual Reality, Augmented Reality, Block chain, Artificial Intelligence, E-Business and E-commerce.	
5	Securing Information System	8
	Introduction, Computer crime, Privacy issues, inter-network security and issues, security measures, Social and, ethical Issues in MIS, Auditing Information technology security.	
Reference		<ol style="list-style-type: none"> 1. Text Book: James A, O Brein; George M; Ramesh Bhel, 10th Edition; Management information system, Tata MC Graw hill Education PVT. Ltd; New Delhi 2. Chopra, R. (2016). Database management System (DBMS) A practical Approaches (5th ed.). New Delhi: S.Chand. 3. Bagchi, N. (2010). Management Information System (1st ed.). New Delhi: Vikas Publication.

Course Title: Business Environment of Nepal

Level: BBA

Year/Semester: II/IV

Course Code: MGT 445

Credit Hours: 3

Teaching Hours: 48

Course Description	The course on the Business Environment of Nepal for Bachelor of Business Administration (BBA) is designed to provide students with a comprehensive understanding of the economic, social, political, and cultural factors that shape the business landscape in Nepal. Through this course, students will explore the unique challenges and opportunities faced by businesses operating in Nepal and develop the analytical skills necessary to navigate the dynamic and rapidly changing business environment of the country. By the end of this course, students will be well-equipped to understand, analyze, and navigate the political, economic, legal, socio-cultural, and technological aspects of Nepal's environment and their impact on Nepalese business. In addition, it examines the regional and global environmental factors that impact the Nepalese business landscape.
Key Objectives	<ul style="list-style-type: none">➤ To help students build their analytical capacity➤ To make them familiar with business environmental forces influencing businesses in the Nepalese context➤ To introduce them with the primary environmental variables and the dynamics of how they affect Nepalese business➤ To cultivate their numerical skills and tools for summative and formative skills

Enabling objectives	<p>After completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> e) Develop an understanding of business environment and its impact in national economics f) Develop and demonstrate competence in basic business and financial planning g) Demonstrate competence in identifying opportunities and challenges that business community has to face h) Improve their perspectives on business innovation 	
Unit	Contents	LH
1	<p>Concept of Business Environment</p> <p>Business and its environment, types of business environment, environmental analysis – process and techniques, scanning methods, use of environmental analysis in strategic management.</p>	5
2	<p>Economic Environment</p> <p>Dimensions of the economy, major problems and challenges facing by Nepalese economy. Employment trends and labor market issues, migration and foreign employment. Industry and agricultural sectors – performance and emerging challenges. Economic policies and reforms (concept and features) - industrial policy, privatization policy, trade policy, tourism policy, and monetary policy; liberalization of the Nepalese economy and capital market reforms, factors contributing to the competitive business environment in Nepal.</p>	12
3	<p>Political Environment</p> <p>Importance of the political environment for business; the key stakeholders (political parties) in the Nepalese political system; federal and state governments; government's role in business; Key issues in government-business relations; risk analysis of the political climate, particularly in relation to the business sector; issues with the political climate in Nepal.</p>	6
4	<p>Regulatory Environment</p> <p>Concept and importance of the Regulatory environment for business. Rules and regulation: Concept and Features of Private Firm Registration Act, Partnership Act, Companies Act; Industrial Enterprise Act; Foreign Investment and Technology Transfer Act; Labor Act; Special Economic Zone Act, Environmental Protection Act, Trade Union Act; Mines and Minerals Act; Export and import Control Act,</p>	13

	Intellectual property - Patent, Design, Copyright and Trade Mark Act; Consumer Protection Act and regulations.	
5	<u>Socio-cultural Environment</u> Socio-cultural environment and its significance for business; Determinants of socio-cultural, environment - religion, language, education, family structure and social organizations; An analysis of how socio-cultural environment affects the Nepalese business; Emerging sociocultural changes and trends in Nepal.	6
6	Technology and Energy Management Business and technology, current status of technology, technology transfer issues, IT Policy of Nepal, natural environmental issues, energy situation in Nepal, environment and energy management issues in Nepal.	6
References		
Basic Texts <ol style="list-style-type: none"> 1. Pant, P. R. Fundamentals of Business Environment in Nepal. Kathmandu: Buddha Academic Enterprises. 2. Agrawal, G. R. Dynamics of Business Environment in Nepal. Kathmandu: M. K. Publishers. Reference Books <ol style="list-style-type: none"> 1. Aswasthappa, K. Business Environment for Strategic Management. Mumbai: Himalaya Publishing House. 2. Wetherly, P., & Dorrion, O. The Business Environment: Themes and Issues. New Delhi: Oxford University Press. 3. Ghosh, B. N. Business Environment. New Delhi: Oxford University Press. 4. Paul, J. Business Environment: Text and Cases. New Delhi: Tata McGraw Hill. 		

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BBA 5th Semester

Course Title: International Business Level: BBA Year/Semester: V Course Code: MGT451 Credit Hours: 3	
Course Description	This course is designed to introduce students with key concepts and practices of international business. Key concepts and skills will drive students to learn and internalize IT impact upon local and global business theories and practices. Students will be able to enhance their insights into multiple aspects of international business in line with the globalization.
Key Objectives	To define the meaning and significance of international business and globalization. To explain the various theories of international business. To examine the various regulations and impact of environment on international business. To study the impact of globalization on Nepal.
Enabling objectives	<i>At the end of the course, the student will be able to:</i> <ul style="list-style-type: none">a. Develop the concept of international business and globalization.b. Develop the knowledge about international business theoriesc. Develop the concept of regulating environment of international business and impact of exchange rate.d. Understand the impact of globalization on Nepal



Unit	Contents	LH
1	Concept of international Business	8
	Concept and Process of Globalization, International Business, Domestic versus International Business, Evolution and Development of International Business, Changing Dynamics of International Business, Factors leading to International Business.	
2	Modes and Theories of International Business	8
	Determinants of Entry Mode, Trade Mode, Contractual Entry Mode, Foreign Investment, Strategic Alliance, Mercantilists’ version, Absolute and Comparative advantage, Factor Proportions Theory, Neo-Factor Proportion Theory, Country Similarity Theory.	
3	International Business Environment	6
	Political and Legal environment, Economic Environment, Sociocultural and Ethical Environment	
4	Regulation of International Business	9
	Free trade versus Protection, forms of trade regulation at the national level, Basic principles of multilateral trade negotiations, GATT, WTO, UNCTAD, levels of economic integration, Benefits and cost of Economic integration European union, NAFTA, ASEAN,SAARC	
5	Exchange Rate	9
	International Monetary System, foreign exchange market, exchange rate quotation, Determination of exchange rate, theories of exchange rate behavior, exchange rate forecasting, measurement of exchange rate exposure, management of exchange rate exposure.	
6	Impacts of globalization on Nepal	8
	International Business and Nepal, Remittance and Repatriate , Migration, Brain Drain, Transfer of Technology, Cultural Collision, Outsourcing , Legal and Global Competition.	
Text Book		
1. Sharan, V. (2010). International Business: Concepts, Environment, and Strategy (3rd Ed.). Pearson.		
Reference Book		
2. Hill, C. W. L. (2023). International business: Competing in the global marketplace (14 th Ed.). Charles Hills.		
3. Wild, J. J., Wild, K. L., & Han, J. C. Y. (2022). International business: The challenges of globalization (10 th Ed.). Pearson.		

Course Title: Financial Management -II

Level: BBA

Year/Semester: III/V

Course Code: MGT 452

Credit Hours: 3

Course Description	This course familiarizes the students with the different tools and techniques for making financial decisions. This course further aims to develop the capacity of analyzing the risk and return of a single financial asset as well as combination of assets, calculation of cost of capital, analyzing the approaches of capital structure, use of warrant and convertibles, and understanding the concept of merger and acquisition.
Key Objectives	Familiarizes the students with the basic concept of the financial management.
Enabling objectives	After completing this course, the students will be able to: <ul style="list-style-type: none">➤ Develop the foundation of analyzing risk and return➤ Understand the concept of cost of capital➤ Evaluate the different approaches of capital structure➤ Analyze the effect of leverage➤ Use of warrants and convertible➤ Understand the concept of merger and acquisition



Unit	Contents	LH
1	Risk Return Theory	12
	Concept of Risk and Return, Measures of Risks and Return of Single Asset, Measures of Risk and Return in Portfolio Context, The Portfolio Opportunity Set and The Efficient Set, Minimum Risk Portfolio, Capital Asset Pricing Model, Security Market Line, Beta as a Measure of Risk	
2	Cost of Capital	08
	Concept of Cost of Capital, Component of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Break Point in MCC Schedule, Factors Affecting Cost of Capital.	
3	Capital Structure	08
	Concept of Capital Structure, Factors affecting Capital Structure Decision, Assumptions of Theory of Capital Structure, Theories of Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani - Miller's (MM) Proposition, Static Trade-off Theory, Pecking Order Theory.	
4	Leverage	06
	Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage and Combined Leverage, EBIT- EPS Analysis, Indifference EPS Analysis.	
5	Warrants and Convertibles	08
	Concept and Features of Warrants, Reasons for Issuing Warrants, Valuation of Warrants. Concept and Features of Convertibles, Reasons for Issuing Convertibles, Advantages and Disadvantages of Convertibles, Valuation of Convertible Bond.	
6	Mergers and Acquisitions	06
	Concept of Mergers and Acquisitions, Types of Merger, Motives of Merger and acquisition, Problems of Merger and acquisition, Present Scenario and Issues Concerning Mergers and Acquisitions in Nepal.	
References		
12. Brigham, E. F. & Houston, J. F. (2009) Fundamentals of Financial Management. India: South Western Publication.		

13. Van Horne, J. C., & Wachowicz, J. M. (2009) Fundamentals of Financials Management. Pearson Education.
14. Pandey, I. M. (2009). Financial Management, New Delhi: Vikash Publishing House Pvt. Ltd.
15. Shrestha, P. M., Lamichhane, P. & Pokhrel, S. (2021). Financial Management-II, Deepmala Publication, Kathmandu, Nepal.

Course Title: Environment Studies

Level: BBA

Year/Semester:

Course Code: MGT453

Credit Hours: 3

Course Description

The course offers fundamental insights into our environment, its interdisciplinary characteristics, and a range of environmental concerns at the local, national, and global levels. The course is designed for the students with desire to bridge business innovation with scientific knowledge and sustainable development through a comprehensive knowledge of environmental issues and the actions that can be taken to safeguard our environment. Throughout the course, students will learn to analyze the environment scientifically and investigate different global environmental issues.

Key Objectives

- Introduce students to concepts and practices the concepts of ecology, environment and its regional and global perspectives
- Encourage students to acquainting with the skills of solving burning environmental problems and enhance their managerial competencies

Enabling objectives		<i>At the end of the course, the student will be able to:</i> <ul style="list-style-type: none">• <i>Acquire the fundamental concepts of environment, its components and relationships between the various components of environments</i>• <i>Improve understanding of student about environmental education as an interdisciplinary approach by including physical, chemical, biological as well as socio-cultural aspects of the environment</i>• <i>Familiarize with the local, national and global environmental problems among the students of business management</i>• <i>Develop skills in students for the identification and solving environmental problems</i>• <i>Create a positive attitude of student on environmental justice and to motivate them in environment improvement at business sectors</i>
Unit	Contents	LH
1	Introduction to Environment	5
	Concepts and Scope of Environment, Interdisciplinary nature of environmental science, Natural and anthropogenic environment (air, soil, water, biodiversity, cultural monuments, cities, industries, transportation, Energy sources etc.)	
2	Ecology	5
	Concept and scope of ecology, principle of different disciplines of ecology; population, community, characteristics, regulations and succession; Biomes and Ecosystem Types Ecosystem dynamics: structure, energy flow, equilibrium and biogeochemical cycles	
3	Global, National and Local Environmental Issues	10
	Sources and causes of Pollution (air, water, soil, noise), climate change, global warmings, Ozone layer depletion, acid rains, desertification, deforestations, wildlife and biodiversity loss, water scarcity, waste (solid and liquid), urbanization, population growth, migration Environmental Crisis: Health hazards (epidemics, pandemics, zoonotic diseases), Natural disasters (flood, landslide, soil erosion, glacier lake outburst Flood- GLOF), desertification, flash flood.	
4	Green, Resilient and Inclusive Development	10
	Environmental resources of Nepal (water, forest, soil, food, energy), Concept of climate adaptive pathway development, Nepal’s commitments on climate change and green, resilient, and inclusive development; Net-Zero Carbon emission, renewable energy and clean energy.	
5	Existing Environmental Policy and Legal provisions of Nepal	10



	National Environment Protection Act, 2019: Essential Commodity Protection Act 1955, Muluki Ain 1963, Soil and Watershed Act, 2039, Rural Water Supply and Sanitation National Policy, Environmental Protection Act, 1996, Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA), National EIA guideline, 1993, Pesticide act, 2048, Internal quarantine guideline, 2071, Biodiversity Conservation legislation in Nepal. Legal provision of violating environmental policies	
6	Environmental Responsibility of Citizen Green consumption – food items, vehicles, buildings, clothing, tourism products, waste management, office management etc. Tools of measurement of climate resilient adaptation of workplace. Enabling Environment for Sustainable Enterprises in Nepal	8
References https://lawcommission.gov.np/en/wp-content/uploads/2021/03/The-Environment-Protection-Act-2019-2076.pdf http://www.wepa-db.net/policies/law/nepal/list.htm 2006 IPCC Guidelines for National Greenhouse Gas Inventories ENVIRONMENTAL SCIENCE: A STUDY OF INTERRELATIONSHIPS, TWELFTH EDITION Published by McGraw-Hill, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY 10020. Copyright © 2010 by The McGraw-Hill Companies, Inc <i>Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders.</i> <i>Sharma, P.D. 2017. Ecology and Environment Thirteenth Edition (English, Paperback, P D Sharma)</i>		

Course Title: Operations and Supply Chain Management Level: BBA Year/Semester: III/V Course Code: MGT 454 Credit Hours: 3	
Course Description	This course is positioned to serve as a milestone for building basic conceptual knowledge about operations and supply chain management systems processes and their application in real-life organizations. More specifically, the course covers the basic understanding of the conceptual periphery of operations management, its role and importance, its linkage with corporate strategy, emerging concepts, and challenges.
Key Objectives	<ul style="list-style-type: none"> • This course aims to introduce students to concepts and practices of operations and supply chain management. It enables them to see how the process of operations strategies and competitive priorities along with challenges and innovative aspects of operations and supply chain management helps businesses to grow and sustain.
Enabling objectives	After completion of this course, students will be able to: <ul style="list-style-type: none"> • Understand the concepts and practices regarding operations and supply chain management, • Make sure how to plan, overcome risk, and manage processes, • Evaluate how operations and supply chain management work in an organization.

Unit	Contents	LH
1	Introduction to Operations Management	5
	Concept, importance, five operation performance objectives, role of operations in an organization, historical development in operations management, process view of operations management, strategies for competitive advantage, 10 OM strategic decisions, challenges	
2	Capacity Planning	5
	Concept of capacity, design and effective capacity, capacity and strategy, managing demand, break-even analysis. Planning long-term capacity (measures of capacity and utilization, economies and diseconomies of scale), capacity timing and sizing strategies, linking capacity and other decisions, Systematic approach to long-term capacity decisions.	
3	Process Strategy	3
	Four process strategies (process focus, repetitive focus, product focus, mass customization focus), process comparisons.	
4	Managing Inventories	5
	Concept of inventory management, types of inventory, inventory reduction tactics, inventory costs, Economic Order Quantity (EOQ) model, Continuous review system, Quantity discount model.	
5	Efficient Resource Planning	6
	Concept of aggregate planning, strategies (Chase, level), options, and methods. Materials requirement planning (MRP), Master Production Scheduling, MRP explosion, and maintenance management	
6	Managing Quality	6
	Defining quality, costs of quality, concept of total quality management, tools of TQM, acceptance sampling, statistical process control, process capability, International Quality Documentation Standards and Awards	
7	Introduction to Supply Chain Management	6
	Concept, strategic importance of supply chain, sourcing issues (make-or-buy decisions and outsourcing), six sourcing strategies, managing the integrated supply chain, building the supply base.	
8	Designing Effective Supply Chains	6
	Creating an effective supply chain, supply chains for services and manufacturing, measuring supply chain performance (inventory measures and financial measures), strategic options for supply chain design (efficient supply chains, responsive supply chains), mass customization, outsourcing processes, customer relationship process (Marketing, order placement, customer service)	

9	Integrating the Supply Chains	6
	Supply chain disruptions, new service or product development process, supply relationship process, order fulfilment process, supply chain ethics. Supply Chain Risk Management (operational risks, financial risks, security risks, performance measures)	
References /Text Books		
<div>1. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P., (2016). Operations Management: Processes and Supply Chains, 11th ed. Pearson</div> <div>2. Heizer, J., Render, B, Munson, C., (2017). Principles of Operations Management sustainability and supply chain, 10th ed., Pearson</div> <div>3. Slack, N., Brandon-Jones, A., and Johnston, R., (2013). Operations Management.</div>		

Course Title: Business Law Level: BBA Year/Semester: V Course Code: MGT 444 Credit Hours: 3	
Course Description	This course contains fundamental understanding of law, sources of business law, general contract, specific contracts, law of company and insolvency and disputes settlement system
Key Objectives	<p>This course aims to enhance students understanding of the basic business laws required for effective management of business operations.</p> <p>This course basically addresses concerns and roles of managers working in various managerial environment as well as in legal environment for business conceptualizing with civil code 2074 and company act 2072 mainly.</p>
Enabling objectives	<p>After completing this course, the students will:</p> <ul style="list-style-type: none"> • Build conceptual understanding of legal environment for business in Nepal • Familiarize themselves with the concept of general contract and special contract. • Develop conceptual and analytical flair to respond to legal issues and be able to link with relevant theories and principles • Build basic competencies in making contracts and dealing with the organizational legal activities • Compare the precedents relating to contract within the Nepal and India

	<ul style="list-style-type: none"> Analyze the dispute settlement method as arbitration and Identify some legal issues in local organizations and try to resolve them.
Unit	Contents
1	Introduction to Law and Business law <ul style="list-style-type: none"> -Meaning and characteristic of law -Types and sources of law -Meaning and characteristic and source of Nepalese business law -Current issues of business law in the Nepalese context
2	General Law of Contract <p>I: Formation of Contract</p> <ul style="list-style-type: none"> -Meaning and definition of contract, Classification of contract - Essential elements of a valid contract, Contracts Vs Agreement - Rules regarding Contingent Contract and Quasi Contract <p>II: Offer, Acceptance and Consideration</p> <ul style="list-style-type: none"> -Definition and Forms of Offer and Requirements of a Valid Offer -Meaning and Legal rules as to Valid Acceptance -Definition, Types and Essentials for the consideration - Exceptions to the general rule 'No Consideration no Contract' <p>III: Other Elements of Valid Contract</p> <ul style="list-style-type: none"> -Conceptual capacity; rules regarding minor's agreement, person of unsound mind and disqualified persons -Persons Competent to Contract; Free Consent (Coercion, Undue Influence, Fraud Misrepresentation) <p>IV: Performance of Contracts</p> <ul style="list-style-type: none"> -Actual Performance and attempted Performance -Discharge of Contract, Breach of Contract and Remedies Available for Breach of Contract <p>V: Others</p> <ul style="list-style-type: none"> -The law relating to contract in Nepal (Part-V of the Muluki Civil Code, 2074). -Nepalese case laws relating to the contract.
3	Contract of Agency and sale of Goods <p>I: Contract of Agency</p> <ul style="list-style-type: none"> - Meaning and general rules of agency, Modes of creating agency, Types of agent Rights and duties of agent, Right and duties of principal, Responsibility of agent, Termination of agency Procedure of registration and effect of non-registration of agency in Nepal. <p>II: Contract of sale of Goods</p> <ul style="list-style-type: none"> - Meaning and features of contract of sales of goods, transfer of ownership, transfer of title by non- owner, Rights and duties of unpaid seller.
4	Law of Company and Insolvency <ul style="list-style-type: none"> - Meaning, Nature and incorporation of company, - Meaning and procedure of insolvency of company -Liquidation of a company; Power and role of the liquidator, Nepalese law of insolvency and feature of insolvency Act, 2003.
	Law of Negotiable Instruments

5	<ul style="list-style-type: none"> -Meaning and feature of negotiable instruments, - Promissory note, bills of exchange and cheque, - Discharge of negotiable instrument. -some case laws of Nepal
6	Dispute Settlement Systems <ul style="list-style-type: none"> - The Dispute Settlement Systems; Court system, structure and jurisdiction of courts and civil procedures in Nepal; - Arbitration: powers of arbitrator, duties of arbitrator, revocation of arbitrator's authority.

References

1. Kalika, S. N. (2023), Legal Environment of Business (for BBA), Buddha Publications, Kathmandu.
2. Albuquerque, Daniel (2013) Legal Aspects of Business (Texts, Jurisprudence and Cases), Oxford University Press, New Delhi, India.
3. Fitzgerald, Ram Prasad, P. J (2012), Salmond on Jurisprudence, Sweet & Maxwell Ltd. U.K.
4. Muluki Civil Code, 2074, Law Book Management Committee, Kathmandu
5. *Arbitration Act, 2055*
6. *Agency Act, 2014, Law Book Mgmt.* Committee, Kathmandu.
7. *Company Act, 2063, Law Book Mgmt.* Committee, Kathmandu.
8. *Contract Act, 2056, Law Book Mgmt.* Committee, Kathmandu.
9. *Insolvency Act, 2063, Law Book Mgmt.* Committee, Kathmandu.
10. *Arbitration Act, 2055*
11. Nepalese Acts and Regulations as per case laws.

Semester 6



Course Title: Business Analytics

Level: BBA

Year/Semester: III/VI

Course Code: MGT 461

Credit Hours: 3

Course Description	This course provides undergraduate business students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations, to apply basic business analytics tools in a spreadsheet environment, and to communicate with analytics professionals to effectively use and interpret analytic models and results for making better business decisions.
Key Objectives	<ul style="list-style-type: none">● Introduce to key concepts of business analytics.● Enable to use business tools in professional work.
Enabling objectives	After completion of all the learning units of the course participants will be able to: <ul style="list-style-type: none">● Implement a unified approach to business-related problems by integrating methods and applications that have been traditionally taught in separate courses, specifically statistics and management science.● Analyze business problems with tools they have access to and will use in their careers.

	<ul style="list-style-type: none"> • Use Excel functions for business intelligence queries in databases. • Explain the purpose of regression analysis and provide examples in business. <p>Explain the purpose of classification methods, how to measure classification performance, and the use of training and validation data.</p>	
Unit	Contents	LH
1	Introduction to Business Analytics <i>Defining Business Analytics, Evolution of Business Analytics, Impact and challenges</i> <i>Scope of Business Analytics, Software support</i> <i>Data for Business Analytics, Dataset and database, Big data, Metrics and data classification, Data reliability and validity, Model in Business Analytics, Problem solving with Analytics</i> Unit Case Study.	4
2	Analytics on Spreadsheets <i>Basic excel skills, Excel formulas, copying formulas, other useful excel tips, excel functions, basic excel functions, functions for specific applications, insert function, logical functions, Using excel lookup functions for database queries, Spreadsheet add-ins for Business analytics</i> Unit Case Study.	4
3	Descriptive Analytics <i>Data Visualization</i> <ul style="list-style-type: none"> • Dashboards • Tools and software for data visualization <i>Creating charts in data visualizations</i> <ul style="list-style-type: none"> • Columns and bar charts • Data labels and data tables chart options • Line charts • Pie charts • Bar charts • Area charts • Bubble charts • Excel charts <i>Data queries: tables, sorting and filtering</i> <i>Statistical model for summarizing data</i> <ul style="list-style-type: none"> • Frequency distribution for categorical data • Relative frequency distributions • Frequency distribution for numerical data • Excel histogram tool • Cumulative relative frequency distribution • Percentiles and quartiles • Cross tabulation <i>Exploring data using pivot tables</i> <ul style="list-style-type: none"> • Unit Case Study. 	5
4	Descriptive statistical measures <i>Population and samples</i> <ul style="list-style-type: none"> • Understanding statistical notation 	5

	<p><i>Measures of location</i></p> <ul style="list-style-type: none"> • <i>Arithmetic mean, median, mode, midrange, using measures of location in business decisions</i> <p><i>Measures of dispersion</i></p> <ul style="list-style-type: none"> • <i>Range, interquartile range, variance, standard deviation, chebyshev's theorem and empirical rules, standardized values, coefficient of variation</i> <p><i>Measures of shape</i></p> <p><i>Measure of association</i></p> <p><i>Statistical thinking and business decisions</i></p> <p>Unit Case Study.</p>	
5	<p>Tendlines and regression analysis</p> <p><i>Modeling relationships and trends in data</i></p> <p><i>Simple linear regression</i></p> <ul style="list-style-type: none"> • <i>Finding the best fitting regression lines</i> • <i>Least square regression</i> • <i>Simple linear regression with excel</i> • <i>Regression as analysis of variables</i> • <i>Testing hypothesis for regression coefficients</i> <p><i>Multiple linear regression</i></p> <p><i>Building good regression models</i></p> <p><i>Regression with categorical independent variables</i></p> <p><i>Regression model with nonlinear terms</i></p> <p><i>Advanced techniques for regression modelling using XLMiner</i></p> <p><i>Unit Case Study.</i></p>	6
6	<p>Forecasting techniques</p> <p><i>Qualitative and judgemental forecasting</i></p> <ul style="list-style-type: none"> • <i>Historical analogy</i> • <i>The Delphi model</i> • <i>Indicators and indexes</i> <p><i>Statistical forecasting models</i></p> <p><i>Forecasting model for time series with a linear trend</i></p> <p><i>Forecasting time series with seasonality</i></p> <p><i>Selecting appropriate time series bases forecasting models</i></p> <p><i>Regression forecasting with causal variables</i></p> <p><i>The practice of forecasting</i></p> <p><i>Unit Case Study</i></p>	6
7	<p>Introduction to data mining</p> <p><i>The scope of data mining</i></p> <p><i>Data exploration and reduction</i></p> <ul style="list-style-type: none"> • <i>Sampling, data visualization, dirty data, cluster analysis</i> <p><i>Classification</i></p> <ul style="list-style-type: none"> • <i>An intuitive explanation of classification, measuring classification performance, using training and validation data, classifying new data</i> <p><i>Classification techniques</i></p>	6

	<ul style="list-style-type: none"> • <i>K-nearest neighbors, discriminant analysis, logistic regression, associate rule mining</i> <p><i>Cause and effect modelling</i></p> <p>Unit Case Study.</p>	
8	<p>Monte carlo simulation and risk analysis</p> <hr/> <p><i>Spread sheets models with random variables</i></p> <ul style="list-style-type: none"> • <i>Monte-carlo simulation</i> <p><i>Monte carlo simulation using analytic solver platform</i></p> <ul style="list-style-type: none"> • <i>Defining uncertain model inputs</i> • <i>Defining output cells</i> • <i>Running a simulation</i> • <i>Viewing and analyzing results</i> <p><i>New product development model</i></p> <p><i>News vendor model</i></p> <p><i>Overbooking model</i></p> <p><i>Cash budget model</i></p> <p>Unit case study</p>	6
9	<p>Prescriptive analysis</p> <hr/> <p><i>Linear optimization</i></p> <ul style="list-style-type: none"> • <i>Building linear optimization model</i> • <i>Implementing linear optimization model on spreadsheets</i> • <i>Solving linear optimization models</i> • <i>Graphical interpretation of linear optimization</i> <p><i>Integer optimization</i></p> <ul style="list-style-type: none"> • <i>Solving models with general integer variables</i> • <i>Integer optimization models with binary variables</i> • <i>Mixed integer optimization models</i> <p><i>Decision analysis</i></p> <ul style="list-style-type: none"> • <i>Formulating decision problems</i> • <i>Decision strategies without outcome probabilities</i> • <i>Decision strategies with outcome probabilities</i> • <i>Decision trees</i> <p>Unit case study</p>	6
References /Text Books		
<ol style="list-style-type: none"> 1. James Evans: Business Analytics: Methods, Models and decisions, Pearson education limited 2. S. Christian Albright & Wayne L. Winston: Business Analytics: Data analysis and decision, Cengage Learning 		

Course Title: Business Ethics and Corporate Responsibilities Level: BBA Year/Semester: III/VI Course Code: MGT 462 Credit Hours: 3	
Course Description	<p>This course offers an insightful introduction to business ethics, pursuing the relationship between ethics and business from instrumental and philosophical perspectives. It covers key ethical theories and their application in business decision-making. The course addresses organizational ethics, corporate responsibility, and the ethical challenges faced by specific roles and professions. Students will examine ethical aspects of leadership, marketing, and whistle-blowing, alongside ethical contexts of sustainability and business models. The course also provides insights into business ethics and CSR practices in Nepal, including ethical dilemmas, corporate governance and welfare concerns of employees and consumers particularly.</p>
Key Objectives	<ul style="list-style-type: none"> ● To make students familiar with the fundamental concepts of business ethics and corporate governance, essential for policy formation and implementation in contemporary business environment.

	<ul style="list-style-type: none">To strengthen abilities of the students to conceptualize, evaluate and analyze ethical issues concerning organizational decisions and actions especially in the context of social responsibility of business.	
Enabling objectives	After completion of all the Learning units of the course participants will be able to: <ul style="list-style-type: none">Understand the fundamental concepts of business ethics and corporate governance, essential for policy formation and implementation in contemporary business environment.Cultivate the ability to conceptualize, evaluate and analyze ethical issues concerning organizational decisions and actions especially in the context of social responsibility of business.Practice social and corporate responsibility.	
Unit	Contents	LH
1	Introduction Concept of business ethics, relationship between ethics and business: instrumental and philosophical perspectives, levels of business ethics, importance of business ethics; work ethos and values; code of conducts; Analysis of ethics (HOMER model), causes of unethical behavior, global business and ethical challenges	8
2	Ethical Theories Ethical Theories and their application in business: Scholastic philosophy, the Kantian ethics, the Machiavellian principle, utilitarianism, the morale positivism of Thomas Hobbes, Divine command ethics, virtue ethics, Some case studies in application of ethical theories	9
3	Organizational Ethics Introducing moral responsibility of business, Determining business responsibilities: Ethical Life Cycle Assessment and Ethical Stakeholder Analysis, Meaning and justification of Corporate Responsibility, the Evolution of Corporate Responsibility (CR), Methodology of CR analysis and CR design, internal ethics and culture of organization, ethics and compliance program; diversity, equity inclusion (DEI); Environment, social and governance (ESG); Concept of Corporate Philanthropy and Corporate Citizenship,	9
4	Ethical Aspects of Specific Roles and Professions Ethical aspect of being an employee: moral rights and responsibilities; ethical aspect of leadership: great leadership and ethical foundations; professional ethics and core principles; ethical challenges in marketing; Whistle blowing: Meaning, analyzing whistle blowing situation, organizational, personal and societal aspects	9
5	Ethics and Sustainability Challenges of sustainability and ethical implications: concept, ethics and relevance; sustainable economy and sustainable business; emerging business models	6
6	Business Ethics and CSR in Nepal Business ethics of Nepalese firms: ethical standards, Ethical issues and dilemmas in Nepalese business organizations, FNCCI and business code, corporate governance, Consumer welfare, employee welfare; CSR in Nepal- history, CSR problems and prospects in Nepal, Institutional arrangement for promoting CSR in Nepal	8
References /Text Books		
1. Becker, C. U. (2024). <i>Business ethics: Methods, theories, and application</i> (2nd ed.). Taylor & Francis.		

- Chhabra, T. N. (2020). *Business ethics and corporate social responsibility*. Sun India Publication.
- Gupta, C. B. (2019). *Business ethics and corporate social responsibility*. Scholar Tech Press.
- Publications from FNCCI/ Nepal.
- Publications from NBI/ Nepal.
- Consumer Protection Act of Nepal.
- Research articles on business ethics and corporate social responsibility in Nepalese context

Course Title: Business Research Methods

Level: BBA

Year/Semester: III/VI

Course Code: MGT 463

Credit Hours: 3

**Course
Description**

This course is devoted to develop an understanding and skills of research in students. The course deals with the tools, techniques, and the changing paradigms of social science research, and their application to business research. The topics covered in this course are the foundation of research, research design, sampling techniques, measurement and scaling, data collection and analysis, writing research proposal, citation and referencing styles, and writing research report.

**Key
Objectives**

- ❖ Introduce students the concepts of scientific research, its practices and research philosophy.

	❖ Encourage students to enhance their managerial competencies using research output in decision making process.	
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> ❖ Understand basic knowledge about research, their methodology ❖ Develop basic skills to conduct survey research. ❖ Identify the different source of data and way of collecting data. ❖ Apply the various of levels of measurement. ❖ Prepare and present research reports. ❖ Able to use different statistical tools. 	
Unit	Contents	LH
1	<p>Foundation of Research</p> <p>Meaning and nature of business research; Classification of research: Quantitative and qualitative, basic and applied, cross sectional and longitudinal, Evaluation research, action research, exploratory and explanatory research, descriptive and analytical research, conceptual and empirical research; Research process.</p>	8
2	<p>Research Design</p> <p>Meaning, need and features of research design; Types of research design: Exploratory, descriptive and causal research design.</p>	4
3	<p>Measurement and Scaling</p> <p>Meaning of measurement and scale; Types of measurement: nominal, ordinal, interval and ratio scale; Important scaling techniques: Paired comparison, rank order, constant sum, Guttman scale, Likert scale, continuous scale, Semantic differential scale, Thurstone scale and Staple scale; Validity: Meaning, Types (face validity, content validity, criterion validity, construct validity); Reliability: Meaning, types (Cronbach's Alpha, split half, test-retest and parallel form reliability).</p>	8
4	<p>Sampling</p> <p>Meaning and terminology (census, population or universe, sample, sampling unit, sample size, sampling frame, sample statistics, population parameters) of sampling; Sampling techniques: Probability sampling (simple random, stratified random, systematic, cluster), non-probability sampling (convenience, quota, judgement, snowball), Features of good sampling.</p>	6
5	Data Collection and Analysis	

	Meaning of data, primary and secondary source of data; Methods of primary data collection: survey questionnaire, interview, observation and focus group discussion; e-research using internet and website to collect the data from individuals, web survey and email survey; Important consideration for data collection; Data analysis using descriptive and inferential statistics: frequency, percentage, graphs, mean, standard deviation, t test, F-test and regression analysis using SPSS or any other software.	10
6	Writing Proposal and Research Report	12
	Topic selection, good criteria for topic selection, research proposal: Types and content of research proposal, research report: Meaning, component of research report (prefatory parts, main body, and supplementary parts (references, appendices and annexures); Layout of research report (margin, page numbering, heading and sub-heading, table, figure, line spacing etc.); APA style for citation and referencing.	
References		
1) Prem Raj Pant (2010). Social science research and thesis writing. Buddha Publication, Kathmandu 2) Uma Sekaran and Roger Bougie (2016). Research methods for business: A skill building approach. Willy for Business Students Research Methods for		

Nature of Course-Specilization-1 Course Title: Working Capital Management Level: BBA Year/Semester: III/VI Course Code: FIN 464 Credit Hours: 3	
Course Description	This course aims to provide students with the basic concepts of working capital management. This course also presents nature and sources of working capital. Furthermore, this course will explain the working capital policy, identifying the level of working capital requirement, and financing working capital. Finally, this course will discuss the management of inventory, cash and receivable of the firm.



Key Objectives	The course aims to provide the students with the basic understanding of working capital management and develop skill to apply them in real life situations.	
Enabling objectives	After completing this course, the students will be able to: <ul style="list-style-type: none"> ➤ understand the basic concept of working capital, ➤ know about the working capital policies, ➤ determine the level of working capital requirement of a firm, ➤ identify the sources of working capital financing, and ➤ manage the inventory, cash and receivable of the firm. 	
Unit	Contents	LH
1	Introduction	04
	Concept and Nature of Working Capital; Importance of Working Capital; Types of Working Capital; Concept of Working Capital Management; Importance of Working Capital Management; Factors Affecting Working Capital Requirement.	
2	Working Capital Policy	04
	Concept of Working Capital Policy; Working Capital Investment Policies: Restricted Policy, Relaxed Policy and Moderate Policy; Working Capital Financing Policy: Maturity Matching Approach, Aggressive Approach and Conservative Approach; Choosing Working Capital Investment Policy and Working Capital Financing Approach.	
3	Working Capital Planning and Control	08
	Concept of Working Capital Cycle; Computation of Working Capital Cycle: Inventory Conversion Period, Receivable Conversion Period, Payable Deferral Period, Operating Cycle and Cash Conversion Cycle; Determination of Working Capital. Working Capital Management Ratios: Ratios Measuring Liquidity, Ratios Measuring Structure, and Ratios Measuring Efficiency.	
4	Working Capital Financing	08
	Concept of Working Capital Financing; Factors to be Considered in Working Capital Financing; Sources of Short-Term Financing: Accruals, Trade Credit, Bank Loan, Commercial Papers, Accounts Receivable Financing, Inventory Financing; Cost of Sources of Short-Term Financing.	
5	Inventory Management	08
	Concept of Inventory Management; Components of Inventory; Benefits of Holding Inventory; Factors Affecting the Size of Investment in Inventory; Significance of Inventory Management;	

	Inventory Control System: ABC System; JIT System; Computerized System, Outsourcing, Inventory Cost: Carrying Cost, Ordering Costs, Total Inventory Costs; Determining Economic Order Quantity; Reorder Point and Safety Stock.	
6	Cash and Marketable Securities Management	08
	Concept of Cash Management; Significance of Cash Management; Motives for Holding Cash; Cash Management Techniques: Speeding Collection, Slowing Disbursements; Cash Management Models: Baumol Model, Miller–Orr Model; Concept of Marketable Securities; Common Investment Instruments; Variables in Marketable Securities Selection.	
7	Receivable Management	08
	Concept of Receivable Management; Significance of Receivable Management; Elements of Credit Policy; Setting the Credit Standards; Terms of Credit; Credit Collection Policy; Monitoring Accounts Receivables: Days Sales Outstanding and Aging Schedule; Costs of Maintaining Receivables; Analyzing the changes in the credit policy variables.	
References		
1. Brigham, E. F. & Houston, J. F. (2009) Fundamentals of Financial Management. India: South Western Publication. 2. Van Horne, J. C., & Wachowicz, J. M. (2009) Fundamentals of Financials Management. Pearson Education. 3. Pandey, I. M. (2009). Financial Management, New Delhi: Vikash Publishing House Pvt. Ltd. 4. Shrestha, P. M., (2021) Financial Management. Deepmala Publication, Kathmandu, Nepal. 5. Lamichhane, P., (2016) Working Capital Management. Ayam Publication and Distribution Pvt. Ltd. Kathmandu, Nepal.		

Nature of Course-Specialization -1**Course Title: Idea Generation & Entrepreneurship****Level: BBA****Year/Semester: III/VI****Course Code: SBRED464****Credit Hours: 3****Course
Description**

This course aims to provide students with the basic concepts of entrepreneurship and entrepreneurship mind-set. This course also presents nature and sources of generating and exploring startups career. Furthermore, this course will explain the business plan, ecosystem, identifying the types of funding networks. Finally, this course will lead to discuss the strategies for growth and managing implications.



Key Objectives	<ul style="list-style-type: none"> ● To introduce entrepreneurship and the entrepreneurship mind-set, generate and exploit new entry opportunities, and make a business plan ● To explore the different ways of funding the business plan, and introduce the strategies for growth and managing implications of growth 	
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> ● Identify market opportunities. ● Develop a business plan. ● Identify sources of financing. ● Pitch an idea to investors. ● Incorporate a small business. ● Operate a small business. 	
Unit	Contents	LH
1	Entrepreneurship and The Entrepreneurship Mind-Set	8
	The Nature of Entrepreneurship, How Entrepreneurships Think, Role Models and Support Systems, Managerial Vs Entrepreneurial Decision Making, New entry: Opportunity, Exploitation and Risk Reduction	
2	Generating Idea	8
	Ideas from Trend, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Creativity and Entrepreneurship, Types of Innovation, Entrepreneurial Innovation, e-Commerce and Business Start-Up.	
3	Identifying Opportunities	08
	Information Sources, The Nature of International Entrepreneurship, International Vs. Domestic Entrepreneurship, Technological Environment, Culture, Entrepreneurship Entry Strategy.	
4	The Business Plan	08
	What is business plan, Information needs, writing the Business Plan, Strategic Management, SWOT Analysis, and Environmental Analysis, Marketing plan, Financial Plan, Organizational Plan, Operational Plan, Using and Implementing the Business Plan.	
5	Funding of Business Plan	08

	Capital Structure, Source of Capital (Commercial Banks, Government Grants, Private Placement, and Bootstrap Financing), Venture Capital, Valuing your company.	
6	Implications of Growth	08
	Growth Strategies, Implication of Growth for the firm, Accessing resources(Joint venture, Acquisitions, Mergers, Leveraged buyouts, franchising), Exit strategy, Succession of Business, Options for selling the Business	
References		
1. Entrepreneurial Development Dr. S.S. Khanna S. Chand Publication		

Nature of Course-Elective Course Title: Cooperative Management Level: BBA Year/Semester: III/VI Course Code: MGT465B Credit Hours: 1	
Course Description	This course provides a basic understanding of the concepts of Cooperative Management with a focus on local, regional, national, and international perspectives. The course aims to blend theoretical knowledge with



	practical applications, emphasizing a labor market-driven approach, particularly in the context of Karnali Province of Nepal.	
Key Objectives	<ul style="list-style-type: none"> ● To provide students with a first-hand understanding of Cooperative Management, integrating local, regional, national, and international perspectives ● To equip them with practical skills for effectively managing cooperatives, with a focus on the labor market dynamics in the context of Karnali Province in Nepal. 	
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> ● Gain the basic understanding of the fundamental principles and organizational structures of cooperatives, historical development, and types of cooperatives, along with the principles and values that guide a cooperative institution. ● Analyze the role and impact of cooperatives in local and regional development, particularly in Karnali Province by exposing the students to an experiential learning environment comprising case studies and examples of cooperatives in Karnali Province and other regions, understanding their contributions to economic and social development. ● Develop practical skills through exercises, projects, and field visits in financial management, marketing, and governance within cooperative enterprises. 	
Unit	Contents	LH
1	Introduction to Cooperative Management and Structures	4
	<p>Definition and Types of Cooperatives: Overview of cooperatives and their various forms (producer, consumer, worker, multi-stakeholder).</p> <p>Historical Development of Cooperatives: Development of cooperatives in Nepal and globally.</p> <p>Principles and Values of Cooperative Systems: Core principles and values that guide cooperative movements.</p> <p>Organizational Structures of Cooperatives: Understanding the internal organization and hierarchy within cooperatives.</p> <p>Roles and Responsibilities of Members and Management: Duties and functions of cooperative members and leadership.</p>	
2	Governance, Legal Framework, and Financial Management	4
	<p>Governance of Cooperatives: Best practices in cooperative governance with a case study from Karnali Province.</p> <p>Legal and Regulatory Framework: Legal requirements and regulatory environment for cooperatives in Nepal.</p> <p>Financial Planning and Budgeting: Financial strategies and budgeting processes for cooperatives.</p>	

	<p>Fundraising and Capital Management: Techniques for raising funds and managing capital within cooperatives.</p> <p>Accounting and Auditing Practices: Standard accounting procedures and audit requirements for cooperatives.</p> <p>Case Study: Financial management practices in Karnali-based cooperatives.</p>	
3	<p>Business Models, Marketing, and Member Services</p> <p>Cooperative Business Models: Analysis of various business models for cooperatives; Examination of successful cooperative models in Nepal and internationally.</p> <p>Marketing Strategies: Developing effective marketing strategies tailored for cooperatives.</p> <p>Member Engagement and Services: Strategies to enhance member participation and service quality.</p> <p>Cooperative Branding and Communication: Building and maintaining a cooperative's brand and communication strategy.</p> <p>Practical Exercise: Developing a marketing plan for a local cooperative.</p>	4
4	<p>Development, Sustainability, Networks, and Practical Applications</p> <p>Cooperative Development Strategies: Strategies for cooperative growth and development, especially in rural areas.</p> <p>Sustainable Development: Role of cooperatives in promoting sustainable development.</p> <p>Challenges and Opportunities: Analysis of challenges and opportunities for cooperatives in Karnali Province.</p> <p>Importance of Networks and Partnerships: Building and sustaining effective networks and partnerships at various levels.</p> <p>Case Study: Effective cooperative networks in Karnali and beyond.</p> <p>Field Visits and Practical Demonstrations: Visits to local cooperatives in Karnali Province, demonstrations of management practices.</p> <p>Group Discussions and Reflections: Collaborative discussions and reflections on field experiences.</p>	4
References		
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Nature of Course-Specialization-II

Course Title: Financial Institution and Market (FIM)

Level: BBA

Year/Semester: III/VI

Course Code: FIN 466

Credit Hours: 3

Course Description

Financial institutions and markets are the key components of financial system of an economy. Thus, the students of business school must be able to understand the functions and role played by them. Financial Institution and Market is a course that presents an overview of the roles played by the various markets, institutions and



	financial authorities. This course is intended to make student capable to understand the role of financial institutions and markets played in the business environment. This course discusses the role, importance and functions of various financial institutions such as depository institutions, central bank, insurance companies and investment companies in one side and in the other side it deals with the function and importance of various securities markets such as money markets, bond markets and stock markets.	
Key Objectives	Familiarizes the students with the basic concept of the financial institutions and markets.	
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> ➤ understand the basic concept of financial institutions and markets, ➤ identify the determinants of interest rate, ➤ know the concept depository institutions, ➤ understand the function of central bank and monetary policy, ➤ know the role of insurance companies and investment companies, ➤ understand the concept of securities markets and trading system. 	
Unit	Contents	LH
1	Introduction	04
	Concept Financial Market, Role and Functions of Financial Market, Classification of Financial Market. Concept and Types of Financial Innovation. Concept and Functions Financial Institutions, Classification of Financial Institutions.	
2	Determinants of Interest Rate	08
	<p>Concept of Interest rate,</p> <p>Loanable Funds Theory of Interest Rate: Supply of Loanable Funds, Demand for Loanable Funds, Equilibrium Interest Rate, Factors that Cause the Supply and Demand Curves for Loanable Funds to Shift,</p> <p>Determinants of Interest Rates for Individual Securities: Inflation, Real Interest Rate, Default or Credit Risk, Liquidity Risk, Special Provisions or Covenants, Term to Maturity</p> <p>The Term Structure of Interest Rate: Unbiased Expectations Theory, Liquidity Premium Theory, Market Segmentation Theory</p> <p>Forecasting Interest Rates</p>	
3	Depository Institutions	06
	Concept of Depository Institutions, Assets Liability Problems of Depository Institutions: Interest Rate Risk and Liquidity Concern Commercial Banks: Meaning and Functions of Commercial Bank, Service Provided by Commercial Bank and Bank Funding, Capital Requirement for Bank Saving and Loan Association, Saving Banks and Credit Unions	
4	Central Bank and Monetary Policy	06
	Concept, Functions and Objectives of Central Bank,	

	Concept and Goals of Monetary Policy, Instruments of Monetary Policy Central Bank of Nepal: Nepal Rastra Bank and Monetary Policy of Nepal.	
5	Insurance Companies	07
	Concept and Characteristics of Insurance, Function of Insurance, Types of Insurance, Types of Life Insurance, Fundamentals of Insurance Industry, Structure of Insurance Companies, Forms of Insurance Companies, Individual and Group Insurance, Participating Policy, Insurance Industry in Nepal	
6	Investment Companies	07
	Concept and Benefit of Investment Companies, Net Assets Value of Investment Companies, Types of Investment Companies: Open-End Fund (Mutual Funds), Closed-End Funds, Unit Trust, Types of funds by objectives, Investment Companies in Nepal	
7	Securities Market	10
	Money Markets Concept of Money Market, Role and Function of Money Market, Money Market Participants, Major Money Market Instruments: Treasury Auction, T- Bills, Commercial Papers, Bankers Acceptance, Certificate of Deposit, Repurchase Agreement, Central Bank Fund, Yields on Money Market Securities: Bond Equivalent Yields, Effective Annual Return, Discount Yields, Single-Payment Yields, Money Market in Nepal	
	Bond Markets Concept of Bond Market, Bond Market Securities: Treasury Notes and Bonds, Municipal Bonds, Corporate Bonds, Eurobonds, Foreign Bonds, Bond Characteristics, Valuation of Bonds, Bond Yields, Bond Market in Nepal	
	Stock Markets Concept of Stock Market, Stock Market Securities: Common Stock, Preferred Stock, Primary and Secondary Stock Markets, Stock Market Indexes, Stock Exchange of Nepal, Trading System of Nepal Stock Exchange.	
References		
12. Fabozzi, F. J. et al. (2009) Foundation of Financial Market and Institutions. Pearson Education. 13. Saunders, A. & Cornett, M. M. (2012) Financial Markets and Institutions. The McGraw-Hill 14. Mishkin, F.S. & Eakins, S. G. (2012) Financial Markets and Institutions, Pearson Education Inc. 15. Madura, J. (2012): Financial Institutions and Markets, Cengage Learning India Pvt. Ltd		

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17. Gurung, R. (2017) Financial Institutions and Markets. Buddha Publication Pvt. Ltd., Kathmandu, Nepal.

Nature of Course-Specialization-II

Course Title: Rural Marketing

Level: BBA

Year/Semester: III/VI

Course Code: SBRED466

Credit Hours: 3



Course Description	<p>This course on Rural Marketing explores the unique dynamics and challenges of marketing in rural areas, with a particular focus on the Nepalese context. The course covers the fundamental concepts of rural marketing, the differences between rural and urban markets, and the key characteristics of rural consumer behavior. It provides in-depth insights into the environmental factors affecting rural markets, such as demographic, economic, socio-cultural, political, and technological elements. The course also examines effective strategies for segmentation, targeting, and positioning in rural markets, with practical approaches for product, pricing, distribution, and communication. Additionally, the course looks at various rural marketing strategies, including innovations in digital marketing and rural tourism, while addressing the emerging trends and opportunities in rural markets in Nepal and beyond.</p>	
Key Objectives	<ul style="list-style-type: none"> ● To equip students with an in-depth understanding of dynamics of remote marketing for practical implications. ● To make students see interplay between rural and digital marketing. 	
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> ➤ Understand the distinctive dynamics of marketing in rural contexts, with a special emphasis on the Nepalese market. ➤ Explore the essential concepts of rural marketing, contrasting rural and urban market environments, and examining key consumer behaviors unique to rural areas. ➤ See the influence of demographic, economic, socio-cultural, political, and technological factors on rural marketing strategies and provides a framework for effective segmentation, targeting, and positioning. Practical insights into product development, pricing, distribution, and communication are offered, along with emerging trends such as digital marketing innovations and rural tourism. ➤ Able to design and implement effective marketing strategies tailored to the needs and opportunities of rural markets, fostering sustainable engagement and growth. 	
Unit	Contents	LH
1	Introduction to Rural Marketing	10
	<p>Understanding rural marketing: key characteristics in Nepalese context, Rural vs urban marketing, 4 As of rural marketing, changing landscape of rural market in Nepal, Opportunities and challenges of rural marketing</p> <p>Rural market environment: Demographic, economic, socio-cultural, political and technological environment of Rural market, infrastructure in rural market of Nepal and its impact on rural marketing</p>	

2	Rural Consumer Behavior	8
	Consumer buying behavior model, factors influencing consumer behavior: cultural, social, personal and psychological; buyer decision process; product adoption process and diffusion of innovation	
3	Segmentation, targeting and positioning of rural market	10
	Segmentation: Heterogeneity in rural markets, prerequisites for effective segmentation degrees of segmentation, bases for segmenting rural consumer markets. Targeting: Evaluation of segments, selection of segments, coverage of segments, choosing a coverage strategy. Positioning: Identifying, selecting, developing, and communicating the positioning concept.	
4	Rural Marketing Strategies	12
	<p>Product strategies: concept of product and product classification; product decisions: individual product decision, product line and mix decisions; product branding in rural markets; packaging of products for rural markets</p> <p>Pricing strategies: pricing method; consumer psychology and pricing, external and internal factors in setting price for rural markets; rural specific pricing strategies</p> <p>Distribution in rural markets: concept of distribution channel; challenges of distribution in rural market; channel dynamics and rural channel members; distribution models in rural markets: for FMCGs and Durables; Rural logistics: hub and spoke and syndicated distribution</p> <p>Communication in rural markets: Challenges; developing effective communication; conventional and non-conventional rural media; sales promotion, events in rural markets</p>	
5	Rural marketing in various contexts	8
	Marketing of Rural tourism; problems created by rural marketing of big brands; new innovations in rural marketing initiatives; digital penetration in rural markets, social and community-based marketing in rural areas, Harnessing rural market opportunities in Nepal: physical goods and service context	
	References	
	<ol style="list-style-type: none"> 1. Kasyap, P. <i>Rural marketing: Text and cases</i> (Latest ed.). Pearson Education India. 2. Kumar, S. R. <i>Rural marketing: Indian perspective</i> (latest ed.). Pearson Education India. 	

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Semester- 7

Course Title: Creativity and Innovation
Level: BBA
Year/Semester: IV/VII
Course Code: MGT 471
Credit Hours: 3



Course Description	This course is designed to introduce students to the basic concepts, theories, and practices associated with creative and innovative approaches to solving business, organizational, and societal problems. Students are expected to develop an understanding of ideation, innovation, and creativity through readings, current events, and experiential exercises with an emphasis on tools and frameworks supporting sustainable business models for both business and society. This course leads students to examine the challenges of innovation and creativity process in entrepreneurial and organizations focusing on well-formulated problems statement and potential solutions. Emphasis is on divergent thinking and convergent thinking in the innovation process.
Key Objectives	<ol style="list-style-type: none"> 1. To identify the difference between creativity and innovation and will increase the awareness about the importance of creativity and innovation among the students. 2. To develop and recognize students' own creativity and carry out innovative work in an effective way. 3. To expose and motivate the students to apply problem solving steps and tools for carrying out creative and innovative work. 4. To help the students to get into and out of the technologies faster and more efficiently with focus on prototype development for new product development
Enabling objectives	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Identify the difference between novelty, creativity, and innovation including the factors that facilitate and constrain creative and innovative activity at the individual, organizational, market, and societal levels 2. Apply the principles of design thinking and other creativity and innovation tools 3. Formulate and refine entrepreneurial problems while understanding how individual and team factors impact problem formulation 4. Work creatively in a team environment and demonstrate leadership, communication skills, peer-to-peer learning, collaboration, and cooperation among other attributes 5. Outline various models and mechanisms of creative problem solving. 6. Interpret creative intelligence abilities and thinking strategies. 7. Formulate an Appropriate innovative ideation methods and theories of outsourcing. 8. Identify the system approach to Micro and Macro Perspective of Innovation.
Course Format and Organization	<p>With the purpose of cultivating creativity and innovation concepts and skills focus will be on mini lectures, discussions, and in-class activities as the form the basic pedagogy of this course. In-class individual and group assignments will be the key parts of learning. For all classes, students are expected to have completed pre-work in advance to participate in discussions. Constructive class contributions are an integral part of this course.</p> <p>Each session is about one hour. Normally, there are assigned readings and short videos for each session. Along faculty participant students will spend early portions of class reviewing the content to deepen their knowledge of the subject matter. Students will then engage in active learning (both individually and in groups) to apply content knowledge to real-life situations.</p> <p>Each activity will serve a dual purpose—students will deepen their content knowledge and take with them a tool to use in their career to promote</p>

	creativity and innovation.	
Preparing for Class	During class, it will be assumed that students have studied the readings and videos. Students will be called upon to apply the tools and concepts during class discussions. Inadequate preparation will reduce their ability to engage in discussions and activities, likely resulting in weaker evaluation scores for classroom participation.	
Course Evaluation		
Assessment	Date	Weight %
Class Discussions	Assessed Weekly	10%
Activity Engagement	Assessed Weekly	10%
Individual Reflections	Date determined by faculty and students as per their session schedule	10%
Group Presentation	Date fixed by session schedule	20%
Semester End-Exam	As per final exam	50%
		100%
Unit	Contents	LH
1	Creative VS Critical Thinking & Creative Phenomenon	10
	What is creative thinking? What is critical thinking? What is creativity? Concepts, importance, creativity process, Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity Credible Evaluation- Improving the quality of our creativity.	
2	Mastering Creative Problem Solving	6
	Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent Thinking-Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving, Developing the ability to create in a collaborative and diverse team, Designing multiples alternatives of solutions for the same problem.	
3	Creative Intelligence	8
	Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking Energy for your creativity- Designing Creative organic thinking	
4	Innovation Management	10
	Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors Influencing Innovation Environment, Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.	
5	Micro and Macro Perspectives of Innovation	7







	Systems Approach to Innovation-Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level Leadership and Innovations- Open Innovation- Innovation Framework-Innovations developed by Open Technology Communities.	
6	Prototyping –Creativity and New Product development Developing the ability to materialize concepts and ideas through modeling and “Rapid Prototype “. (Thinking with your hands), Communicating ideas through visual maps and three-dimensional representations, learning how to get feedback from the users by testing the prototypes, Patent and intellectual property rights	7

References

1. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
2. Paul Trott, “Innovation Management & New Product Development”, published by Pitman, 2000.
3. Henry, J. (2001) *Creative management*. 2nd ed. Thousand Oaks: Sage. [658.403 HEN]
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10. von Stamm, B. (2003) *Managing innovation, design and creativity*. Chichester: Wiley. [658.514 VON]

Class Discussion & Activity Engagement Expectations: Your class participation is worth 10% of your final grade and depends upon your active participation in class discussions. I will evaluate each student’s participation after each session based on the quality of contributions and regular engagement in moving discussions forward. Good quality participation involves punctual attendance, stimulating in-depth discussions, resolving challenges with the subject matter, or outside-of-the-box thinking. A second major component of participation is engagement with the activities, which is worth 10% of your grade. Activities will typically focus on applying an innovation and creativity tool and/or method that you can use in your career. In the latter part of each session, I will provide you with 15 minutes of in-class time to reflect on the class activities and prepare a short reflection statement of 250 words or less.

You will have to submit the individual reflection to Class. You are permitted to submit identical reflections to your group members, although each group member must individually submit the reflection to receive credit. Strong reflections include one or more of the following elements (1) concise articulations of “aha” moments, (2) possible uses of the learned tool in real life, or (3) possible improvements to the tool.

Consistently above-average engagement in class discussions across the term is required to achieve higher class participation grades while sporadic or consistently below-average engagement in class discussion will result in lower class participation grades. To account for the potential errors in evaluating participation or situations where students might have to miss sessions for unexpected events, your participation in this component will be based on your best 8 sessions. Because I treat classes as professional sessions to prepare you for upper-year courses and the work environment, I expect that you will let me know if you are going to miss class or be late for class.

If students have difficulty participating, please contact me and we can formulate a joint plan on how to best engage in class discussions.

Individual Reflections: You have to make individual reflections to complete the internal assessment. Two individual reflections are each worth 10% to make up a total of 20% of your final grade. For the reflections, you are permitted to use Large Language Models (e.g., ChatGPT) in producing your reflections. Reflections should be no more than 500 words and must fit on a 1-page, single-spaced, letter- sized page (12 pt font, 1” margins). If you choose to use a large language model, you are also required to submit an appendix of no more than 10 pages which should include (1) your chosen large language model and (2) screenshots of your prompts and responses received from your large language model. Do not simply copy and paste the text. You will be expected to creatively extend responses produced by the large-language model. Exceeding the page limit will result in a 10% grade penalty. In addition, handing in the reflections late will result in a 10% grade penalty.

You will be expected to scope and refine an **entrepreneurial and other genuine** problem based on one of the Nepal [National Sustainable Development Goals](#) of your choosing.

Your grade on this reflection breaks down as follows: (1) your ability to scope a National SDG, incorporating your unique, individual experiences into your problem scoping (40%), (2) your ability to refine your problem without proposing a solution (40%), (3) your ability to articulate your thoughts with clear grammar and presentation (10%), and (4) your creative use of technologies or tools to support your reflection (10%). The second individual reflection focuses on the idea generation as per schedule.

Group Assignment: This course puts great emphasis on group work as an essential component in the contemporary business world. The group problem definition assignment is worth 20% of your final grade. Students are expected to form a group of approximately 4-5 members depending on the class size. Individuals may self-select their groups, with names of group members to be submitted to the faculty.

Group Problem Definition Statement: Group problem definition will be based on developing a problem statement for a local entrepreneurial problem rooted in a National Sustainable Development Goal. Only 1 sustainable development goal will be assigned to a single group, so act quickly. You will not be permitted to change your selection after one week.

For this course, a local entrepreneurial problem exists on-campus or in the Karnali Province. To inspire and expand your thinking, you will supplement your problem definition statement with a virtual reality experience. Each group will be trained on the use of virtual reality headsets and will have a headset reserved through the Media

Group Presentation: Certain sessions are designated for group presentations. The purpose of the group presentation is to help students to develop their oral communication and presentation skills to articulate ideas. Presentations are expected to be no longer than 15 minutes. Since your presentation is based on your chosen sustainable development goal (and associated virtual environment) from session you will be expected to build on your group problem statement and develop a refined proposal that addresses your problem. Your grade for the presentation breaks down as follows: (1) your ability to improve and articulate your problem, (2) your ability to articulate possible “how might we” paths, (3) your ability to establish the rationale for your proposal, and (4) your ability to articulate your thoughts with clear grammar and presentation.

Empirical evidence shows that a high level of group performance requires effective teamwork and input from individual group members. However, experience tells us that groups are subject to ‘free riders.’

Each individual will complete an evaluation form, available on eClass, to provide evaluations of other group members. The evaluation will be based on five criteria:

1. Teamwork: Draws out the best from others
2. Initiative and dependability: Fulfills responsibilities on time
3. Quality of output: Oral and written components were of high quality

4. Contribution to knowledge and learning: Effectively understood, utilized, and demonstrated knowledge of course materials
5. Professionalism: Attended meetings on time, responded to emails/messages promptly, and respected other group members

Since peer evaluation significantly contributes to your individual grade, you should take it seriously. You are required to submit your evaluation 1 day after your group presentation (by midnight). It is important to submit your evaluation on time as individual grades will be calculated two days after your presentation. Late submissions are not permitted. You will receive a 3-point penalty if you fail to submit your evaluation on time.

Guidance for the Presenting Groups

Your presentation can be as creative as you wish, but should cover the following areas:

1. Problem Definition
2. Idea Generation
3. Idea Selection

Guidance for the Audience: To be a good audience, you need to listen to the presentation closely to understand the context. By doing so, you will find that you can learn a great deal from the presenting groups. You will be invited to ask any questions you may have during the question-and-answer portion (10 minutes after the group assessment). Your participation will be graded based on your involvement in the question-and-answer period and your ability to offer constructive feedback in online forums.

Sample Course Schedule: Weekly Readings and Activities

Session Dates	Session Topic	Readings & Preparation
Unit 1 Creative VS Critical Thinking & Creative Phenomenon		
Session 1-One Hour Date...	Introduction <i>Course Expectations</i>	Reading: <u>Creativity & Innovation in Organizations</u>
Session 2 Date--	<i>What is creative thinking? What is critical thinking? What is Creativity? What is Innovation? Why are these important?</i>	Video: Creative and critical thinking What is Creativity? How is Creativity Linked to Innovation?
Unit 2 Mastering Creative Problem Solving		
Session 3 Date ----	Problem Exploration <i>What's the Problem?</i>	Reading: <u>Harnessing Deliberate Creativity A Note on Design Thinking</u>
Session 4 Date--	<i>The Design Thinking Approach</i>	Video: How to Innovate: Intro to the Creative Problem Solving Process Activities: How Creative Are You?
Session 5 Date.....	Problem Refinement <i>How do you refine a problem to something more specific? Individual and Group Processes</i>	Reading: <u>The Most Underrated Skill in Management</u> library Video: Frameworks to Identify the Problem How to Develop Initial Problems How to Validate a Problem Statement

Session 6 Date....	Technology in Practice Workshop (TIP) Media Creation Lab to Support Assignment with a session outline use of virtual reality, exploration spaces, and application of problem scoping and problem definition. 12 virtual environments will be deployed centered on UN Sustainable Development Goals.
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Unit 3 Creative Intelligence		
Session 7 Date ----	“How Might We” Exploration <i>The role of expertise and cognition in ideation</i> <i>Means-Ends Thinking</i>	Reading: <u>To Innovate Better, Find Divergent Thinkers</u> <u>How to Kill Creativity</u> Activities
Session 8 Date -	Innovation Refinement <i>What are you solving for?</i>	Reading: <u>What is Disruptive Innovation?</u>
Session 9 Date --	<i>Theories of Innovation (Radical, Architectural, and Disruptive)</i>	Activities Video: What are the Different Types of Innovation
Session 10	Problem Embodiment <i>How do we know if we’re solving a problem?</i> <i>Bricolage, and Effectuation in Innovation</i>	Reading: <u>What Makes Entrepreneurs Entrepreneurial?</u> Video: How to Develop Solutions?
Session 11	Constraints in Innovation <i>Refining & understanding resource and institutional barriers</i>	Readings: Prescribed books Video: How to Overcome Barriers to Adoption How to Determine Desirability, Feasibility & Viability/activities
Session 12	Proposal Matching <i>What is a good creative idea?</i> <i>Solutions chasing problems</i>	Readings: <u>Ideas as Art</u> Video: How to Solve Problems Creatively
Unit 4 Innovation Management		
Session 13	Concept, Scope, Characteristics, Evolution of Innovation New	Reading: Readings prescribed books.
Session 14	Management, Significance, Factors Influencing Innovation	Videos: Meaning and factors influencing innovation
Session 15	Environment, Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing	Videos: Innovation ideation
Session 16	Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.	Videos: New product development
Unit 5 Micro and Macro Perspectives of Innovation		
Session 17	Systems Approach to Innovation-Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level	Readings: Prescribed books Video: Innovation in the context of emerging economics
Session 18	Leadership and Innovations- Open Innovation-	Readings: Prescribed books Videos: Leadership Innovation

Session 19	Innovation Framework-Innovations developed by Open Technology Communities. Unit 6 Prototyping –Creativity and New Product development	Videos: Prescribed books Videos: Innovation framework
Session 20	Developing the ability to materialize concepts and ideas through modeling and “Rapid Prototype “ (Thinking with your hands),	Readings: Prescribed books Videos: Prototyping
Session 21	Communicating ideas through visual maps and three-dimensional representations,	Videos: Visual Communication
Session 22	learning how to get feedback from the users by testing the prototypes,	Readings: Prescribed books Videos: Getting feedback from users by testing prototypes
Session 23	Patent and intellectual property rights	Readings: Prescribed books Videos: Patent and intellectual property rights

Course Title: Strategic Management Level: BBA Year/Semester: IV/VII Course Code: MGT472 Credit Hours: 3		
Course Description	This course explores the principles of strategic management, including how businesses create and sustain competitive advantages in changing market conditions. Students will learn to formulate, evaluate, select and implement strategies for corporate success and long-term growth. The course integrates standard strategic frameworks in their contexts, covering entrepreneurial ventures and startups.	
Key Objectives	<ul style="list-style-type: none"> ● To equip students with an in-depth understanding issues and practices of strategic management. ● To enhance students' capabilities of formulating and implementing strategic framework for long range success in corporate sector. 	
Enabling objectives	After completing this course, the students will be able to: <ul style="list-style-type: none"> • Understand key concepts and frameworks of strategic management and their applications. • Analyze the external and internal environment affecting business competitiveness. • Develop and evaluate the business-level and corporate-level strategies for different industries. • Implement strategies through balanced resource allocation, and execution models. 	
Unit	Contents	LH
1	Understanding Strategic Management	6
	Meaning of strategic management, four attributes of strategic management, levels of strategies strategic management process, ensuring coherence in strategic direction: vision, mission, objectives	
2	Environmental Analysis	10
	Assessing external environment- Enhancing awareness of the external environment, General environment, competitive environment; Internal environment: Value chain analysis, resource-based view, recognizing firm's intellectual assets, central role of knowledge in modern business, Human capital: attracting, developing, retaining and enhancing human capital, using technology to retain human capital and knowledge.	
3	Strategy Formulation	12

	<p>Business-level strategy: creating and sustaining competitive advantages, types of competitive advantage and sustainability, sustainability of competitive strategies: integrating and applying strategic management concepts, industry life-cycle stages: strategic implications,</p> <p>Corporate-level strategy: creating value through diversification, related and unrelated diversification, means to achieve diversification: mergers and acquisitions, strategic alliances and joint Ventures, internal development</p> <p>Entrepreneurial strategy and competitive dynamics, Recognizing entrepreneurial opportunities, Entrepreneurial strategy, competitive dynamics</p>	
4	Strategic Evaluation and Choice	8
	Evaluation criteria: suitability, acceptability and feasibility; Portfolio analysis for strategic choice: BCG matrix, GE nine cells matrix, Hofer's product market evolution matrix, Public sector portfolio matrix	
5	Strategy Implementation	12
	<p>Strategic Control and Corporate Governance, Ensuring Informational Control: Responding Effectively to Environmental Change, Attaining Behavioral Control: Balancing Culture, Rewards, and Boundaries, The Role of Corporate Governance,</p> <p>Creating organizational design, Traditional Forms of Organizational Structure, Boundaryless Organizational Designs, Creating Ambidextrous Organizational Designs</p> <p>Strategic leadership: creating a learning ethical organization, managing innovation and fostering corporate entrepreneurship</p>	
	References	
	<ol style="list-style-type: none"> 1. Dess, G., McNamara, G., Eisner, A., & Sauerwald, S. (2024). <i>Strategic management: Creating competitive advantages</i> (11th ed.). McGraw-Hill Education. 2. David, F. R. (2021). <i>Strategic management: Concepts and cases</i> (16th ed.). Pearson. 	

Course Title: Project Management
Level: BBA
Year/Semester: IV/VII
Course Code: MGT473
Credit Hours: 3

Course Description	This course provides a comprehensive understanding of project management concepts, tools, and techniques, with a special focus on the socio-economic and geographical context of Karnali Province. It emphasizes labor-market-driven program (LMDP) principles to equip students with practical skills for planning, implementing, and monitoring development and business projects. The course blends theoretical knowledge with real-world case studies and simulations to address the unique challenges and opportunities in project management within Karnali Province.
Key Objectives	<ul style="list-style-type: none"> • To develop students' capabilities in managing projects efficiently and effectively, ensuring alignment with local development needs and labor market demands in Karnali Province. • Through a combination of theoretical foundations and practical applications, students will learn to design, execute, monitor, and evaluate projects that promote sustainable development and inclusive growth.
Enabling objectives	<p>More specifically, by the end of this course, students will be able to exhibit the following level of knowledge, skill competence, and professional attitude as specialists in project management:</p> <ol style="list-style-type: none"> Remember: Identify and define key concepts, principles, and methodologies of project management. Understand: Explain the importance of project management in the socio-economic development of Karnali Province. Apply: Utilize project management tools and techniques for effective project planning, execution, and control. Analyze: Assess project feasibility, risk factors, and resource requirements through case studies. Evaluate: Measure project performance using key indicators and suggest improvements. Create: Design comprehensive project proposals addressing local development challenges and opportunities.



Unit	Contents	LH
1	Fundamentals of Project Management	8
	Basic concepts, definition, and scope of project management in business management; Concept of project life cycle and its phases; Types of projects (development, business, infrastructure); Role of project management in regional development; Case incidents on successful development projects in Karnali Province; Simulations exercises on identifying and defining a local and regional business development project.	
2	Project Planning and Design	8
	The concept of project planning and design; Project identification and needs assessment; Performing project feasibility study and SWOT analysis; Logical framework (Log-Frame) approach, results-based management (RBM) system, work breakdown structure (WBS) and scheduling techniques in project planning and design; Case incidents on planning failures and lessons learned from selected public sector projects in Karnali Projects; Simulation exercises on developing a project design and implementation plan.	
3	Project Implementation and Resource Management	
	Meaning and significance of PIRM in business management; Resource mobilization and budgeting; Procurement and contract management; Team building and human resource management; Communication and stakeholder engagement; Case incidents on effective resource management in Karnali-based projects; Simulation exercises on managing a project implementation phase.	8
4	Project Monitoring and Evaluation-PM&E	10
	Fundamentals of PM&E in business management; Project monitoring tools and techniques; Designing and implementing the key performance indicators (KPIs) and results-based measurement systems (RBMS); Performing project baseline, mid-term, end-term assessments and evaluations; Learning and knowledge management as takeaways of effective project management and evaluations; Case incidents on impact evaluation of community-based projects in Karnali; Simulations on designing a monitoring and evaluation framework for an identified project.	
5	Risk Management and Sustainability	8
	Risk identification and assessment; Mitigation and contingency planning; Ensuring environmental and social sustainability; Post-project sustainability strategies; Case incidents on risk management successes and failures in Karnali; Simulation exercises on developing a risk management plan	



6	Project Closure and Knowledge Transfer	
	The concept of project handover and documentation; Final evaluation and lessons learned; Knowledge transfer and capacity building; Case studies on recently completed projects in Karnali Province; Simulations on preparing a project completion and closure report.	6
	Teaching Methodology: Lectures and interactive discussions; Thematic presentations; Case study analyses; Group simulation exercises; Field visits to ongoing projects; Guest lectures from project management experts.	
	References	
	<p>Basic Textbooks</p> <p>Kerzner, H. (2017). <i>Project management: A systems approach to planning, scheduling, and controlling</i> (12th ed.). Wiley.</p> <p>Project Management Institute [PMI]. (2021). <i>A guide to the project management body of knowledge (PMBOK® Guide)</i> (7th ed.). Project Management Institute.</p> <p>Lock, D. (2020). <i>Project management</i> (11th ed.). Routledge.</p> <p>Additional Reference Resources</p> <p>Meredith, J. R., Shafer, S. M., & Mantel, S. J. (2017). <i>Project management: A strategic managerial approach</i> (10th ed.). Wiley.</p> <p>Turner, J. R. (2016). <i>Gower handbook of project management</i> (5th ed.). Routledge.</p> <p>Cleland, D. I., & Ireland, L. R. (2006). <i>Project management: Strategic design and implementation</i> (5th ed.). McGraw-Hill.</p> <p>Shenhar, A. J., & Dvir, D. (2007). <i>Reinventing project management: The diamond approach to successful growth and innovation</i>. Harvard Business Review Press.</p> <p>Westland, J. (2019). <i>The project management lifecycle: A complete step-by-step methodology for initiating, planning, executing, and closing a project successfully</i>. Kogan Page.</p>	



Nature of Course-Specialization-III Course Title: Investment Analysis Level: BBA Year/Semester: IV/VII Course Code: FIN474 Credit Hours: 3	
Course Description	<p>This course aims to provide foundational principles and advanced techniques of investment analysis, focusing on financial markets, asset classes, risk management, and portfolio optimization. This course enables the students to explore the structure of global and domestic financial systems, evaluate securities (stocks, bonds, derivatives), and apply quantitative tools to assess risk-return dynamics. Furthermore, this course will equip students to make informed investment decisions and critically analyze market behavior.</p>
Key Objective	<ul style="list-style-type: none"> Familiarizes the students with the fundamentals of investment.
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> Analyze the distinctions between real and financial assets, ethical challenges in investing, and Nepal's evolving investment environment in the context of globalization and securitization. Compare and evaluate characteristics, risks, and yields of money market instruments, bonds, and equity securities, including Nepal Stock Exchange (NEPSE) indexes. Evaluate securities market structures, trading mechanisms (e.g., IPOs, margin trading), and the regulatory role of Nepal Securities Board in ensuring market integrity. Assess mutual fund structures, fee implications, and performance metrics, with a focus on their growth and challenges in Nepal.

	<ul style="list-style-type: none"> • Apply quantitative methods (e.g., CAPM, diversification) to optimize portfolios by balancing risk-return tradeoffs and addressing behavioral finance biases. • Utilize bond pricing models (e.g., YTM, duration) and equity valuation techniques (e.g., DDM, P/E ratios) to determine intrinsic values of securities. • Link macroeconomic policies, business cycles, and industry lifecycles to formulate sector-specific investment strategies. • Analyze derivatives (options, futures) and their role in risk management, including challenges in Nepal's nascent derivatives market. 	
Unit	Contents	LH
1	Investments: Background and Issues	4
	Real Assets Versus Financial Assets; Financial market and the Economy; The Investment Process; Markets are Competitive; Risk Return Tradeoff; Efficient Markets; Players in the financial market: Financial Intermediaries; Investment Bankers; Venture Capital and Private Equity; Recent Trends in investment environment: Globalization; Securitization; Financial Engineering; Computer Networks; Ethical Issues in Investing; Investment environment in Nepal	
2	Assets Classes and Financial Instruments	8
	<p>The money market: Treasury bills; certificates of deposit; commercial paper; bankers' acceptance; Eurodollars; Repos and Reserves; yield on money market instruments, reading the quotes</p> <p>The bond market: treasury notes and bonds; inflation-protected treasury bonds; federal agency bonds; international bonds; municipal bonds; corporate bonds; mortgages and mortgage-backed securities</p> <p>Equity securities: common stocks as ownership shares – characteristics of common stock and stock market listing; preferred stock; depository receipts,</p> <p>Stock and bond market indexes: stock market indexes – price-weighted index; value-weighted index; equally-weighted index; Nepal Stock Exchange index; bond market indicators</p>	
3	Securities Markets	6
	Types of securities markets; Issue of securities: Privately held firms and publicly traded companies; Shelf registration; Initial public offerings; Further public offering	

	Trading of securities: Types of markets; Types of orders; Trading mechanisms; The rise of electronic trading; New trading strategies; Globalization of stock markets; Trading costs; Types of securities transaction: Long purchase; margin trading; Short sales; Insider Trading; Circuit Breakers; Functions of Nepal Stock Exchange; and Role of Nepal Securities Board.	
4	Mutual Funds and Other Investment Companies	
	Investment companies: Types of investment companies: unit trusts; managed investment companies; Other Investment Organization Mutual funds: investment policies; fee structure; Fees and mutual fund returns; Taxation of Mutual Fund Income; Concept of exchange-traded funds; and Mutual funds in Nepal.	4
5	Portfolio Analysis and Management	
	Risk and Return; Types of risk: systematic vs. unsystematic; Measuring Investment Returns: Holding Period Return (HPR); Multi-period returns: Arithmetic vs. geometric mean. Annualizing rates of return; expected return (probabilistic outcomes); Time series analysis of historical returns; Inflation and Real Rates of Return: Nominal vs. real returns; Adjusting returns for inflation (Fisher equation). Quantifying Risk: Variance and standard deviation; Coefficient of variation; Risk assessment for individual assets. Portfolio Basics: Risk and Return; Diversification and Portfolio Risk; Two-Risky-Asset Portfolios; Covariance and correlation; Asset allocation: Risk-return trade-off. Mean-Variance Criterion; Optimal Risky Portfolio with a Risk-Free Asset; Efficient Frontier and Diversification with Many Assets; Capital Asset Pricing Model (CAPM): Assumptions and implications; Security Market Line (SML) and beta; Market equilibrium and expected returns; Portfolio Performance Evaluation; Behavioral Finance: Critiques of traditional finance; Psychological biases	12
	Bond and Equity Valuation	
6	Bond pricing; Bond pricing between coupon dates; Bond pricing in excel; Bond yields: yield to maturity; yield to call; realized compound return versus yield to maturity; Bond prices over time; and Yield to maturity versus holding-period return. Duration and immunization: the concept of duration – measuring duration, bond duration and price volatility; Uses of bond duration measures; and bond investment strategies. Valuations of Preferred Stock	6







	Valuations of common stock; Dividend discount models: the constant-growth and multistage growth models; Price–earnings ratios; and pitfalls in P/E analysis; Intrinsic value versus market price; Free Cash Flow Valuation Approaches.	
7	Macroeconomic and Industry Analysis	4
	The Global Economy; Domestic macro economy; Demand and Supply Shock; Federal Government Policy: fiscal policy; monetary policy and supply-side policies; business cycles; Industry analysis: defining an industry; sensitivity to business cycle; sector rotation; industry lifecycles; and industry structure and performance.	
8	Risk Management and Derivatives	4
	Derivatives Securities and Underlying Assets; Options: Call and Put Option; Valuation of Options; Put Call Parity; Forwards; Futures and Swaps; Derivatives Market in Nepal	
	References	
	Basic Textbooks <ol style="list-style-type: none"> 1. Bodie; Z.; Kane; A.; & Alan; J. M. Essentials of investments. New York: McGraw Hill. 2. References 3. Sharpe; W. F.; Alexander; G. J.; & Bailey; J. V. Fundamentals of investments. New Delhi: Prentice Hall of India Ltd. 4. Reilly; F. K. & Keith; C. B. Investment analysis and portfolio management. New Delhi: Cengage Learning 5. Bhalla, V. K., Investment Management: Security Analysis and Portfolio Management. S. Chand & Company Pvt. Ltd., New Delhi. 	

Nature of Course-Specialization-III Course Title: Managing Cooperatives in Karnali Province Level: BBA Year/Semester: IV/VII Course Code: SBRED474 Credit Hours: 3	
Course Description	<p>This course is designed following the Labor-Market Driven Program (LMDP) approach to equip students with practical and contextual knowledge of managing cooperatives in Karnali Province. It emphasizes the cooperative model as a catalyst for socio-economic development, focusing on real-world applications through case studies, field visits, and simulation exercises. Students will gain skills in cooperative governance, financial management, legal compliance, strategic planning, and inclusive development, addressing the unique geographical and socio-economic challenges of the province.</p>
Key Objectives	<ul style="list-style-type: none"> • To develop competent professionals who can effectively manage and strengthen cooperative institutions by integrating theoretical knowledge with practical skills. • To seek to align cooperative management education with the labor market needs of Karnali Province, fostering sustainable and inclusive development through cooperatives.
Enabling objectives	<p>More specifically, by the end of this course, students will be able to exhibit with undermentioned knowledge, skill competence, and attitude as specialists of the respective subject area:</p> <ol style="list-style-type: none"> Remember: Identify and explain the fundamental concepts, principles, and history of cooperatives. Understand: Discuss the role and impact of cooperatives on the socio-economic development of Karnali Province. Apply: Implement legal and policy frameworks for effective cooperative management. Analyze: Assess organizational structures, governance models, and financial systems in cooperatives. Evaluate: Critically examine challenges and opportunities for cooperative growth and sustainability.

	f. Create: Design strategic plans and innovative models to promote cooperative effectiveness and inclusivity.	
Unit	Contents	LH
1	Foundations of Cooperative Management	8
	Underlying concepts, principles, and historical development of cooperatives; Global, national, and provincial perspectives on cooperative movements in the world and Nepal; General classification and types of cooperatives; Socio-economic impact of cooperatives in rural development; Case incidents on the evolution of a successful cooperative in Karnali Province; Simulation exercises on designing a model cooperative institution for community development.	
2	Governance and Organizational Structure of Cooperatives	8
	The concept of democratic governance and inclusive member participation; Organizational structure of cooperatives [General Assembly, Board of Directors, and Management Team]; Leadership and decision-making processes in cooperatives; Ethical practices, transparency, and accountability in cooperatives; Case incidents on governance failures and lessons learned from cooperatives in Nepal; Simulation exercises on conducting an effective cooperative board meeting.	
3	Legal and Policy Framework	8
	An overview of the Cooperative Act; bi-law, rules, and regulatory frameworks in Nepal; Provincial policies supporting cooperative development in Karnali; Registration procedures and legal compliance in cooperatives; Rights and responsibilities of cooperative members and management team; Case incidents on resolving legal disputes in cooperative management; Simulation exercises on drafting a cooperative constitution and bylaws.	
4	Financial and Resource Management	8
	The concept of cooperative capital formation and fund mobilization; Budgeting, accounting, and financial reporting of the cooperative institutions; Performing savings, credit, and investment operations in cooperatives; Risk management and internal auditing practices for cooperatives; Case incidents on financial mismanagement and recovery in Karnali based cooperatives; Simulation exercise on preparing and analyzing financial statements of a cooperative institution.	
5	Strategic Planning and Operational Management	8
	Meaning and significance of business planning and value chain development in cooperatives; Designing and executing marketing strategies for cooperative products and services; undertaking human resource management function in cooperative institutions; Monitoring, evaluation, and performance management in cooperatives; Case	

	incidents on strategic failures and turnaround stories of the cooperatives; Simulation exercises on developing a five-year strategic plan for a cooperative institution.	
6	Challenges and Future Prospects of Cooperatives in Karnali Province Assessing socioeconomic and geographical barriers; Exploration of the opportunities for innovation and expansion of cooperatives in the context of the Karnali Province in Nepal; Case studies of high-impact cooperative models and system practices; Strategies for sustainable and inclusive cooperative development and growth; Case incidents on innovative solutions for overcoming geographical challenges in the context of Karnali Province; Simulation exercises on designing an inclusive cooperative development model for marginalized communities in Karnali.	8
	Teaching-Learning Methodologies: Interactive lectures and group discussions; Thematic presentations; Real-world case study and analyses; Practical simulation exercises; Field visits to local cooperatives; Expert guest lectures and panel discussions.	
	References	
	Basic Textbooks Birchall, J. (2014). <i>The governance of large cooperative businesses</i> . Cooperative College. Zeuli, K. A., & Cropp, R. (2004). <i>Cooperatives: Principles and practices in the 21st century</i> . University of Wisconsin Extension. ICA Group. (2018). <i>Principles and practices of financial management in cooperatives</i> . International Cooperative Alliance. Additional Reference Resources Adhikari, P., & Shrestha, K. K. (2011). <i>Case studies on cooperative enterprises in Nepal</i> . Cooperative Development Board. Ghimire, B., & Upreti, B. R. (2012). Role of cooperatives in rural development in Nepal. <i>Journal of Agriculture and Environment</i> , 13, 75-83. Cornforth, C. (2004). The governance of cooperatives and mutual associations: A paradox perspective. <i>Annals of Public and Cooperative Economics</i> , 75(1), 11-32. Wanyama, F. O., Develtere, P., & Pollet, I. (2009). Reinventing the wheel? African cooperatives in a liberalized economic	



	<p>environment. <i>Annals of Public and Cooperative Economics</i>, 80(3), 361-392.</p> <p>United Nations Development Programme (UNDP). (2017). <i>Cooperatives for sustainable development</i>. New York: UNDP.</p>	
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<p>Nature of Course-Elective II</p> <p>Course Title: Agribusiness Development</p>







Level: BBA Year/Semester: IV/VII Course Code: MGT475B Credit Hour: 1		
Course Description	This course comprises learning with objectives to develop business in agriculture. Need of enhancing sustainable agribusiness development is urgent for economic growth and rural prosperity.	
Key Objectives	<ul style="list-style-type: none"> To provide students with the necessary knowledge, skills, resources and support to understand agribusiness environment and establish agriculture based startup. 	
Learning Outcomes	<ul style="list-style-type: none"> To prepare business model for start-up and venture establishment. 	
Unit	Contents	LH
1	Introduction to Agribusiness	2
	Understanding concept of agribusiness, importance of enterprises	
2	Legislation in agribusiness	3
	International trade, BoP, BoT and future of agriculture trade market, National agriculture policy 2004, Agri-business promotion 20006, Nepal Trade Integration Strategy 2010	
3	Need Assessment and Gap Analysis on Agribusiness	3
	Interaction and discussion with real world people involved in agribusiness, conduct a brief case study on local level agribusiness projects such animal husbandry, fishery, any other	
4	Development of Need Based Agribusiness Enterprise Project	8
	Prepare and present a need based agribusiness enterprise that includes the following components: 2-Part I: Business Description About the Business/Idea Purpose (WHY are we in business?) Vision (WHAT does success look like?) Mission (HOW will we get there? WHO will we serve and how will we do it?): 7 Values (Who are we?) Value Proposition Part II: Market and Industry Analysis Customer Segmentation and Target Market Porter's Five Forces: SWOT Analysis: Competitor Analysis: Marketing Mix:	

	Part III: Product or Service Being Offered Part IV: Organization and Management Organizational Structure: Team Members Part V: Operational Plan List your Operations Activities Create a Production/Service Flow Chart Part V: Business Model Canvas Part VI: Financials Required Fixed Assets (Machine/Furniture/Buildings) Depreciation on Fixed Assets: Direct Cost Other Indirect Cost Cost per Unit Required Working Capital Total Required Capital Sources of Capital Income Statement Funding and Use of Fund Break-Even Point (BEP)	
Evaluation Procedure		
Assessment	Date	Weight %
Class Discussions	Assessed Weekly	10%
Activity & self-reading engagement	Assessed Weekly	10%
Preparing enterprise project	Prepare the project that includes all required components	30%
Peer learning and group discussion	Share your prepared business project with your friends in written form	20%
Presentation of Your Enterprise Project	Your faculty member will fix date for presentation only after completing all necessary activities	40%
		100%
	Teaching-Learning Methodologies: Interactive lectures and group discussions; Real-world case study and analyses; Practical simulation exercises; Field visits to local projects; Expert guest lectures and panel discussions.	
	References	



	Basic Textbooks <ol style="list-style-type: none"> 1. Agribusiness management and entrepreneurship development by MVS Reddy (2021), Brillion publishing 2. Joshi, G.R, & Joshi, B. (2021) Agriculture and Natural Resources Policies in Nepal: : A Review of formulation and implementation process and issues. Nepal public policy Review, 1 212-227https://doi.org/10.3126/nppr.v1i1.434559 3. Business Plan: Work Book by UGC Nepal 4. Sample Business Plan by AG Venture, Sanjina Giri 	
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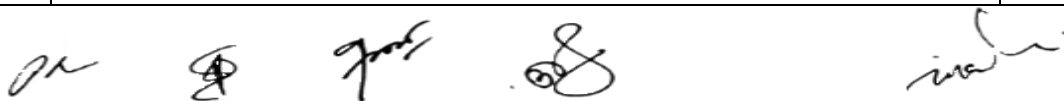
Eighth Semester

Nature of Course-Core Course Title: Tax Planning Level: BBA Year/Semester: IV/VIII Course Code: MGT481 Credit Hours: 3	
Course Description	This course aims to provide the students with the knowledge of tax laws and tax planning for decision making and enable them to work as tax consultants in the corporate sector and tax officers in the government sector. The topics



	covered in these courses are basic terminology of taxation, assessment of income, tax exemptions, value added tax and tax planning.	
Key Objectives	<ul style="list-style-type: none"> To enable students to understand basic theory, practice of taxation and assessment of income and tax planning. To make students understand the basic concept of value added tax 	
Enabling objectives	<p>After completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> ❖ Understand the basic terminology of income taxation and value added tax ❖ Enhance the knowledge on assessment of income of individual and corporate organization ❖ Able to understand the basic knowledge on value added tax ❖ Understand the concept and procedures of tax planning 	
Unit	Contents	LH
1	Introduction	8
	Concept and meaning of taxation; Objectives of taxation; Types of taxes in Nepal; canons/ principles of taxation; Historical perspective of income tax in Nepal; Basic terms used in income tax act 2058: Income year and assessment year, cash basis and accrual basis of accounting system, Capital and revenue nature (expenses, income and losses), Tax deduction at sources (TDS), Advance tax, excess tax and outstanding tax, Permanent Account number (PAN), E-PAN, Assessable income, adjusted taxable income and net assessable income, Double Taxation Avoidance Agreement (DTAA), Foreign tax credit, Capital Gain and Tax, other basic terms used in under the income tax Act, 2058	
2	Tax Exemptions, Concessions and Tax Rates	6
	Tax exemptions for individual, family and industry; Tax rate, Concession and rebate; Withholding tax; Allowable expenses: general deduction, interest, cost of trading stock, repair and improvement, pollution control cost, research and development cost depreciation allowance calculation of residential status, expenses not allowed for deduction; Quantification, allocation and characterization of amount.	
3	Calculation of Total Taxable Income and Liabilities	10
	Meaning, Computation of total taxable income and tax liability from (Employment, business and investment), Calculation of depreciation, Setoff and carry forward of losses.	
4	Value Added Tax (VAT)	6

	Concept of VAT, Origin and evolution of VAT, Method of computation of VAT, Method of collection, realization of VAT, Methods of keeping records of VAT	
5	Tax Planning Basic concept of tax planning, needs and objectives of tax planning to modern business corporations, Major differences among tax evasion, tax avoidance and tax planning, types of tax planning, scopes of short-range tax planning, scopes of long-range tax planning, concepts of tax management.	10
6	Tax Planning for Business Decisions Tax planning for managerial decisions: Selection of business, forms of business incorporation, location of business unit, size of business, timing of future business activities; Tax planning for financial decisions; leasing or buying business assets, capital structure, retention or distribution or returns, merging of business unit.	8
	Teaching-Learning Methodologies: Interactive lectures and group discussions; Thematic presentations; Real-world case study and analyses; Practical simulation exercises; Field visits to local cooperatives; Expert guest lectures and panel discussions.	
	References	
	1. Government of Nepal, <i>Income Tax Act</i> , 2058 with amendment, Kathmandu: Ministry of Finance, Government of Nepal. 2. Government of Nepal, <i>Income Tax Rules</i> , 2059 with amendment, Kathmandu: Ministry of Finance, Government of Nepal. 3. Government of Nepal, <i>Value Added Tax Act</i> , 2052 with amendment, Kathmandu: Ministry of Finance, Government of Nepal. 4. GON, <i>Value Added Tax Rules</i> , 2053 with amendment, Kathmandu: Ministry of Finance, Government of Nepal. 5. Ministry of Finance. (various years). <i>Budget Speeches</i> . Kathmandu: Ministry of Finance, Government of Nepal. 6. Ministry of Finance. (various years). <i>Economic Survey</i> . Kathmandu: Ministry of Finance, Government of Nepal. 7. Aryal, K.P. & Poudel, S.P. <i>Taxation in Nepal</i> . Kathmandu: (Updated) Bhundipuran Prakashan Pvt.Ltd. 8. Dhakal, K.D. Pandey, B. and Bhattarai, R., <i>Fundamentals of taxation</i> . Kathmandu: (Updated) MK Publishers and Distributors, 9. KC J. B. <i>Tax Laws and Tax Planning: Theory and Practice</i> . Kathmandu: (Updated) Khanal Books & Stationery Pvt. Ltd.	



Nature of Course-Specialization IV Course Title: Project Work in Finance Level: BBA Year/Semester: IV/VIII Course Code: FIN482 Credit Hours: 3	
Course Description	As per the provision of syllabus of BBA, Mid-West University, School of Management (MUSOM), the student perusing BBA degree must conduct a project work related to their area of specialization and prepare a report for completion of their degree. The Project Work in Finance is an off-the-classroom and field-based activity. The aim of Project Work in Finance is to familiarize the students with the practice of financial management of a business and integrate their learning over their four years of study, and create a descriptive and original work in an area of their financial management.
Objectives	The objective of the Project Work in Finance is to develop students' skills to overcome the problems of business in the field of financial management. This Project Work in Finance also aims to develop students' skills in research, particularly in areas of data collection, processing, analysis, and report writing.
Activities of Project Work in Finance	
<ul style="list-style-type: none"> ➤ Selecting a relevant topic or issue of financial management for the study, ➤ Take approval from the Department to pursue the project work in selected topic, ➤ Identify the relevant literature, ➤ Identify the relevant sources of information, ➤ Collect the necessary information from various sources, ➤ Organizing and analyzing the data, ➤ Draft a report, and ➤ Submit the final report to the Department for approval. 	
Approval and Supervision of the Report	
The report of Project Work in Finance shall comply with the following requirements: <ul style="list-style-type: none"> ➤ The proposed field of study or topic of research must be approved by the concerned supervisor and the Department. ➤ The report of Project Work in Finance work must comply with the requirements advised by the concerned supervisor. 	

- The report of Project Work in Finance must reach a satisfactory standard of expression, analysis and presentation.
- The student must be in regular contact with his/her supervisor.

Requirements of Report of Project Work in Finance

The Report of Project Work in Finance shall contain:

- be an accurate description of the business reality under investigation,
- not include work which has been submitted for any other academic award,
- be written in English,
- achieve a satisfactory standard of expression, analysis and presentation.

Length of Report of Project Work in Finance

The length for the report shall be around 8,000 - 10,000 words (approximately 30 - 35 pages in A4 size paper). This length is exclusive of the materials included in appendices.

Evaluation of Report

The report of Project Work in Finance shall be evaluated at two levels: internally by a concern supervisor appointed by MUSOM, and externally external examiner appointed by MUSOM. Weightage given for internal and external evaluation of the report of Project Work in Finance will be 40% and 60% respectively.

Structure of Report of Project Work in Finance

A report of Project Work in Finance is shall be prepared as follows:

Prefatory Part

- Title page of the Report
- Declaration
- Certificate from the Supervisor
- Acknowledgments
- Table of Contents
- List of Tables and Figures
- Executive Summary

Body of the Report

- Chapter I Introduction (including review of literature)
- Chapter II Data Presentation and Analysis
- Chapter III Summary, Conclusion and Implications

Supplementary Part

- References
- Appendices



Nature of Course-Specialization IV Course Title: Project Work on Small Business Development Year/Semester: IV/VIII Course Code: SBRED 482 Credit Hours: 3	
Course Description	This course offers hands-on experience in small business development, guiding students through research, planning, and execution. They will apply theory to real-world challenges, develop business ideas, conduct market research, create business models, and implement strategies. By the end, students will understand business operations, financial planning, and sustainable growth.
Key Objectives	<ol style="list-style-type: none"> 1. Introducing students to concepts and practices of small Business development models 2. Encourage students to enhance their Small Business Development Approaches
Enabling objectives	<p>After completing this course, the students will be able to:</p> <ul style="list-style-type: none"> • Identify and evaluate viable small business opportunities. • Develop a structured business plan with key components such as marketing, finance, and operations. • Conduct market research and competitive analysis. • Understand and apply entrepreneurial finance concepts. • Implement small business strategies and assess their effectiveness. • Present and defend a business project in a professional setting.



Unit	Contents	
1	Introduction	
	Small business/Idea Purpose of Business Plan Vision, Mission, goals, Value, Values Proposition	
2	Market and Industry Analysis	
	Target Market, Marketing Segment, Strategic Models, Business Canvas Model, SWOT Analysis, Competitor Analysis, Marketing Mix, Products and Services being offered: Goods: Consumer Goods (FMCG, durables, perishables), Industrial Goods (raw materials, machinery) Services: Professional Services (consulting, legal, financial & other), Consumer Services (hospitality, healthcare, education & Other) Organizational Structure, Team Members	
3	Operational Plan	
	Business Model Canvas, Lists of operational activities, Flowchart of products and services	
4	Financial Plan	
	Initial Investment, Revenue Model & Sales Forecast, Cost Structure & Expenses, Income Statement, Cash Flow Projection, Sources of Funding, Risk Management, BEP and ROI	
5	Conclusion	
	Conclusion, References, Appendix	
	Assessment Criteria	
	1. Project Proposal - 20 Marks 2. Business Plan Development – 50 Marks 3. Final Presentation & Viva Voce – 30 Marks	
References		
1. Business Plan Workbook, University Grants Commissions Sanothimi, Bhaktapur, Nepal 2080.		



Nature of Course-Core Applied
Course Title: Internship/Project Work
Level: BBA
Year/Semester: IV/VIII
Course Code: MGT483
Credit Hours: 3

Course Objectives

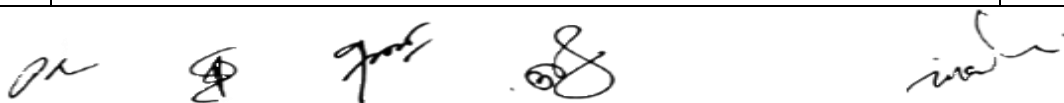
Internship/Project Work is important for students to gain experience before starting or while completing their studies in the BBA program. This work leads to applied and self-learning career. Such work makes MUSOM BBA students experience the real world issues and practices through practical academic teaching-learning process.

A BBA internship/ Project Work is a practical -oriented work experience with a company or social institution that is completed in eighth semester or words end of the BBA program. This is intended to be an experiential and practical opportunity in which students are responsible in securing, maintaining and successfully completing the project work.



	<p>The project work is compulsory at MUSOM. Essentially, a project work as a BBA student will allow them to apply the skills and lessons learned in a classroom in the real world of business or society. The significance of the project work can be appreciated from the fact that it is an opportunity for the students to put into practice the knowledge gained during the entire seven semesters and also to observe how the principles and concepts are practiced in the real organizations.</p>
Specific Objectives	<p>In particular, the project work is expected to increase:</p> <ul style="list-style-type: none"> • Student's perspective by providing an exposure to real life organizational and environmental situations • Confidence in students and their abilities to apply the knowledge in real-life situation • Familiarity with the business/social environment • Knowledge of specific industries, social institutions, professions, occupations, and positions • Work-related proficiencies such as written and interpersonal communication skills. • Greater insight into the interactions between people as a critical factor in business success • Network with business professionals • Relevancy of subsequent coursework
Project Work Duration and Evaluation	<p>The project work shall be of three months' duration. It shall take place during the eighth semester of the BBA program. The area/subject for the project work is required to be approved jointly by MUSOM as well as the institution where the student wants to go for the work. Each student will be allotted a Faculty Guide by MUSOM to monitor the progress during project period. The student must ensure that their institutional mentor is fully satisfied with the quality of his/her efforts. The student must remember that he / she is the ambassador of MUSOM and therefore must be punctual and professional in his / her work and behavior.</p> <p>Students shall be required to present the Project Work Report (PWR) in the prescribed format. The PWR will carry a weightage of three credits. The evaluation of the PWR shall be based on confidential report of the host organization (40 percent) and presentation of the PWR in a seminar (60 percent). The PWR will be evaluated by internal and external examiners appointed by the Dean/Executive Director. The student will be required to make presentation of the PWR before internal panel of faculty members on a given date.</p>
Project Work Report Structure	<p>PWR should be short, sharp, and concise. They are factual papers, and need to be clear and well-structured. These reports are written to communicate the observations, facts, results and findings of attachment (internship) study. These reports generally set out and analyze an organizational situation, and make recommendations for future action.</p>
Format of the PWR (Internship)	
Prefatory Part	
TITLE PAGE DECLARATION	

RECOMMENDATION LETTER APPROVAL SHEET ACKNOWLEDGEMENT TABLE OF CONTENT LIST OF TABLES LIST OF FIGURES ABBREVIATION See Annex 1 –Prefatory Part		
Body Part		
	CHAPTER 1: INTRODUCTION	
	1.1 Background 1.2 Organization Profile 1.2.1 Vision 1.2.2 Mission 1.2.3 Goal 1.2.4 Objectives 1.2.5 SWOT Analysis of organization 1.2.6 Organization Structure 1.3 Micro environmental analysis 1.4 Organization selection 1.4.1 Reasons for choosing particular organization 1.4.2 Expectation from organization placement/activities/ duration/ Skills and knowledge 1.4.3 Work procedure	
	CHAPTER 2: INTRODUCTION OF THE INDUSTRY	
	2.1 Introduction of the industry 2.2 Global perspective and local perspective 2.3 Current trends in the industry 2.2 Macro environmental analysis 2.3 Reasons for choosing particular industry for internship 2.4 Expectation from industry	
	CHAPTER 3: ACTIVITIES PERFORMED	
	3.1 Introduction 3.2 Expectation from organization 3.2 Jobs and activities performed 3.3 Knowledge, Skills and Attitude (KSA) 3.4 Daily activities chart of internship period	
	CHAPTER 4: CONCLUSION AND LESSON LEARNT	
	4.1 Conclusion 4.2 Lesson Learnt 4.3 Recommendation (Organization and College and University)	
	Supplementary Part	



	1. References 2. Appendix	
General Typing and Spacing Guidelines		
	Length of the Report and Citation	
	<ul style="list-style-type: none"> • Minimum words required for the Attachment Report – 30 - 35 pages. • For citation and referencing APA style should be used. 	
	Fonts and Spacing	
	<ul style="list-style-type: none"> • Times New Roman • 16-point font for the title in the cover page • 14-point font for chapter headings • 12-point font for chapter contents 	
	Page Margins and Spacing	
	<ul style="list-style-type: none"> ▪ Margins: Top, bottom and right 1” and left 1.5” ▪ 1.5 line-space ▪ Alignment: Justified ▪ Spiral binding ▪ Page numbers should appear at the top right hand side of the page ▪ Electronic copies must be in Microsoft Word format. ▪ Make sure it is neat, well organized and relevant to the topic. Make it as professionally sound as you can. 	

See Annex 1 –Prefatory Part



Title Page

An Internship Report on

(TYPE THE INTERNSHIP REPORT TITLE HERE IN CAPITAL LETTER)

By:

(TYPE STUDENTS NAME HERE IN CAPITAL LETTER)

Exam Roll Number:

MWU Registration Number:

Submitted To

Mid-West University School of Management

(MUSOM)

Mid-West University,

Birendranagar, Surkhet, Nepal

Date: Month, Day, Year



DECLARATION

I *Name of Student* hereby declare that internship report entitled (*Title of Internship Report*) submitted to Mid-West University School of Management (MUSOM) is my original work prepared under the guidance and supervision of (*Supervisor Title and Name*) and is submitted in for partial fulfillment of the requirements for the award of the degree of Bachelors of Business Administration (BBA).

This is my genuine work and has not been submitted to any other institution or university by me or anybody for the award of similar degree.

Signature

NAME OF STUDENT IN CAPITAL LETTER

Date: Month/ Day/ Year



RECOMMENDATION LETTER

This letter is prepared by internship provider on their official letter pad. The host organization should clearly have mentioned the name of internee, internee organization, date of joining, duration of internship, completion of internship and **change in knowledge, skills and attitude** during internship period. This letter should be dully signed by authorized designation of internship provider.

Signature:

NAME OF AUTHORITY IN CAPITAL LETTER

DESIGNATION OF AUTHORITY IN CAPITAL LETTER

Date: Month/ Day/ Year

Official Seal



APPROVAL SHEET

The Internship Report entitled "*Title of Internship Report*" undertaken by Mr/Ms "*Name of Student*" has followed all the guidelines of Internship Report 2025 of Mid-West University School of Management (MUSOM). I hereby approve this report and forward it for further evaluation for partial fulfillment of the requirements for the award of the degree of Bachelors of Business Administration (BBA).

Signature:

NAME OF SUPERVISOR IN CAPITAL LETTER

TITLE OF SUPERVISOR IN CAPITAL LETTER

Date: Month/ Day/Year

Five handwritten signatures in black ink, arranged horizontally. The signatures are stylized and vary in length and complexity.

ACKNOWLEDGMENT

I would like to express my sincere gratitude to (Company/Organization Name) for providing opportunity to complete internship.

My hearty appreciation goes to internship supervisor name of host organization. His/her valuable and constructive support, comments and suggestion during the entire period of conducting this project work have made relevant contribution to bring this report in this form. Additionally, express your gratitude to your academic supervisor, name, title, college name, university name.

Finally, express you're thanks to any other individuals who guide you during this period.

Signature

NAME OF STUDENT IN CAPITAL LETTER

Date: Month/ Day/ Year



Nature of Course-Core Applied Course Title: Undergraduate Research Project (UGRP) Level: BBA Year/Semester: IV/VIII Course Code: MGT484 Credit Hours: 4	
Introduction	<p>These guidelines provide BBA students at MUSOM with basic information about how to prepare and submit UGRP in a format acceptable to the MUSOM. The topics range from introduction to UGRP project, proposal writing, length of the report, writing style, report composition, structure and evaluation to the completion of required formats and forms.</p> <p>UGRP writing is an integral part of the BBA studies at MUSOM. Towards the end of their BBA study, students are required to undertake a research assignment and prepare an integrative research project report in any areas of management as approved by the Research Committee of MUSOM. The UGRP explores business questions as they relate to industries, business climate, and business practices, focusing on findings in related research plus the methodological alternatives. The UGRP thus involves conceptualizing, planning, implementing, and writing up a report, which extends knowledge in the subject area under investigation.</p>
Objectives	<p>The UGRP is intended to provide students with an opportunity to synthesize and apply the knowledge gained from their related coursework while at the same time affording them to focus on a particular area of interest. It also affords students a way to generate a level of expertise not otherwise possible by delving deep into an area of their specific interest.</p> <p>Specifically, the objectives of the UGRP include:</p> <ul style="list-style-type: none"> ▪ To provide students an opportunity to integrate classroom knowledge and practice. ▪ To enable students to do an independent study to reflect a creative endeavor that can make a significant contribution to knowledge in a given field. ▪ To develop students' ability to read professional literature, reports, and other works critically in their design, treatment of data, and conclusions. ▪ To strengthen students' ability in presenting their research work in a clear, concise, and logical manner and enable other readers to use the results of their investigations. <p>This assignment thus specifically aims to develop knowledge, skills and attitudes necessary for conduct of individual research at a level which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of a substantial investigation.</p>
UGRP Proposal	
Students must submit a UGRP proposal to the Research Committee of MUSOM. The proposal should explicitly state the problem being addressed or gap in knowledge to be filled, describe the objectives	

and research techniques to be employed, and include a review of the principal relevant published literature.

The proposal needs to outline in fairly detailed form the nature and intent of the UGRP as outlined below:

- Background of the study
- Problem statement
- Objectives of the study
- Research questions/hypotheses
- Significance of the study
- Very brief review of the latest available literature
- Research methods
- References

The proposal must be approved by the Research Committee before students can proceed with their UGRP. They need to be sure to get approval from their supervisors for any changes they intend to make in their UGRP.

Approval and Supervision of UGRP

The UGRP report shall comply with the following requirements:

- The proposed field of study or topic of research must be approved by the concerned supervisor and the Research Committee of MUSOM.
- The UGRP work must comply with any requirements advised by the concerned supervisor.
- The work in a UGRP must reach a satisfactory standard of expression and presentation. Students must maintain close and regular contact with their supervisor and the Chairperson of the Research Committee.

Reporting Requirements

Students shall prepare a research report embodying the results of the research. The research report submitted by students shall:

- Be an accurate account of research.
 - Relate to the approved research topic.
 - Not include work which has been submitted for any other academic award.
 - Be written in English.
 - Achieve a satisfactory standard of expression and presentation.
 - Acknowledge any substantial assistance provided to you during the conduct of the research and writing the report.
- Conform to the rules and format of MUSOM for the presentation of the research report.

Multiple Copies Required

Students shall submit one loose-bound copy of their UGRP to MUSOM for initial comments and corrections. After satisfactorily accommodating all recommended corrections, students shall submit two hard-bound copies of their UGRP to the Research Committee. Each hard copy shall be bound black. The duplicate copies of the original are to be produced using a method which gives a clear and permanent copy (offset print, dry photocopy, or laser copy). The use of spirit duplication, wet photography, thermal copy, or carbon copy is not acceptable.

Evaluation of the UGRP Report



The UGRP report shall be evaluated by two examiners, one of whom shall be the faculty member of MUSOM. The internal examiner shall be appointed by the Research Committee and the external examiner by the Examination Section, Office of the Director.

Students will be required to attend the viva-voce examination and defend their work satisfactorily. Weightage given for viva and the UGRP report will be 30% and 70% respectively.

Structure of the UGRP Report

Students must carefully read their course information details to ensure that they comply with what their supervisors stipulate. An UGRP report is typically made up of three main divisions: (1) preliminary, (2) body, and (3) supplementary. Each of the sections contains different kind of contents. Students are required to assemble their GRP report in the following order:

Prefatory Part –See Annex 2

- Title page of the UGRP
- Approval Sheet
- Declaration
- Acknowledgments
- Table of Contents
- List of Tables and Figures
- Common Abbreviations Used
- Executive Summary

Body of the Report

- Chapter I Introduction
- Chapter II Literature Review
- Chapter III Data Presentation and Analysis
- Chapter IV Summary, Conclusion and Recommendations

Supplementary Part

- References
- Appendices –It includes Questionnaires/Photos/Tables/Figures/Other if any

Breakdown of Body of the UGRP

Chapter I -Introduction

- 1 Background of the Study
- 1.2 Scope/significance of the Study
- 1.3 Objectives of the Study
- 1.4 Research Questions
- 1.5 Conceptual Framework of the Study
- 1.6 Research Methodology
 - 1.6.1 Research Design
 - 1.6.2 Population of the Study
 - 1.6.3 Sampling Design and Sample Size
 - 1.6.4 Sources of Data (Primary/Secondary)
 - 1.6.5 Questionnaire Development and Administration
 - 1.6.6 Data Presentation and Analysis
- 1.7 Limitations of the Study
- 1.8 Organization of the Study



Chapter II-Literature Review 2.1 Previous study on the topic 2.2 Research Gap
Chapter III -Data Presentation and Analysis 3.1 Data Presentation 3.2 Data Analysis 3.3 Findings
Chapter IV-Summary, Conclusion and Recommendations 4.1 Summary 4.2 Conclusions 4.3 Recommendations
Brief Illustration on the Literature Survey Students must carefully structure their findings of the literature survey. It may be useful to do a chronological format where they discuss from the earliest to the latest research, placing their research appropriately in the chronology. Alternately, students could write in a thematic way, outlining the various themes that they discovered in the research regarding their topic. Again, students will need to state where the knowledge gap exists which justifies their research.
Research Methods <ul style="list-style-type: none"> ▪ Students clearly outline what methodology they used in their research i.e. what they did and how they did it. It must be clearly written so that it would be easy for another researcher to duplicate their research if they wished to. The contents of this chapter may include: <ul style="list-style-type: none"> ▪ Methods of Research Used ▪ Respondents and Sampling Procedure ▪ Research Instruments/Questionnaire ▪ Pilot Tests ▪ Collection of Data ▪ Statistical Treatment of Data
Research Methods and Methodology Students clearly outline what methodology they used in their research i.e. what they did and how they did it. It must be clearly written so that it would be easy for another researcher to duplicate their research if they wished to. The contents of this chapter may include: <ul style="list-style-type: none"> ▪ Methods of Research Used ▪ Respondents and Sampling Procedure ▪ Research Instruments/Questionnaire ▪ Pilot Tests ▪ Collection of Data ▪ Statistical Treatment of Data
Data Analysis Data are analyzed statistically and results are presented and interpreted. This is where students indicate what they found in their research. They give the results of their research. Based on these results they give their interpretation. Students also discuss the relevance of their results and how their findings fit

with other research in the area. It will relate back to their literature review and their introductory GRP problem statement.

Discussion and Conclusion

Discussion – This section is the most important section of the GRP report. Students should make sure that they allocate enough time and space for a good discussion. This is their opportunity to show that they have understood the significance of their findings and that they are capable of applying theory in an independent manner.

The discussion will consist of argumentation. In other words, students investigate a phenomenon from several different perspectives. To discuss means to question their findings, and to consider different interpretations.

Conclusion - This includes key facts from the research findings to help students explain their results as needed. They have to summarize, compare and evaluate their research results in the context of existing theories, and make comments about its success and effectiveness.

- Students GRP needs to identify why and how the analyses and interpretations were made and the way key concepts in the analyses evolved. In addition, they need to inform the reader of any unexpected findings or patterns that emerged from the data and report a range of evidence to support assertions or interpretations presented.
- Students could also indicate some areas where their research has limitations and where further research would be useful. Implications of the research for furthering understanding of the research problem need to be explored.

Typing, Style and Formatting

1. Paper size: A4 white paper
2. Preliminary pages should be numbered i, ii, iii, iv, v, vi, etc. A page number should not be shown on the title page
3. Margins should be maintained on all pages as follows:
 - i. Left margin = 1.50" (wider for binding)
 - ii. Top margin = 1"
 - iii. Right margin = 1"
 - iv. Bottom margin = 1"
4. Page numbers should be placed at the bottom, center or bottom right of the page.
5. For the labeling of Chapters, follow the systematic order:
Chapter - I
Chapter - II
Chapter - III
Chapter-IV
6. Use 1.5-line spacing for all text in the main body of the report.
7. Use Times New Roman (12-point size) or Arial (11-point size) fonts for text.
8. Chapter heading 16, sub-heading 14 (bold)
9. Label Appendices or Annexes as A, B, C, etc., and give a name (title) to each.
10. Label figure captions at the bottom of the figure and according to the Chapter it appears in, such as Figure 1.1, Figure 1.2, Figure 2.1, Figure 2.2, Figure 3.1, etc.

11. Label table headings at the top of the table and according to the chapter it appears in, similar to the figures, e.g., Table 1.1, Table 1.2, Table 2.1, Table 2.2, etc.
12. Cite references in the text of the project report according to the APA Style
13. List references alphabetically and use correct citations for books, journal articles and conference/seminar proceedings.

Annex 2- Prefatory Part

TITLE PAGE

A Project Report
on
"TITLE OF PROJECT REPORT"

In partial fulfillment of the requirements for the Bachelor's Degree in Business Administration (BBA)

"Logo of the University"

Submitted by
Students Name
Semester
Exam Roll. No.
Mid-West University Registration No.



Submitted to
Mid-West University, School of Management (MUSOM)
"Month, Year of Completion"

DECLARATION

I, "name of student", hereby declare that the work presented herein is genuine work done originally by me and has not been published or submitted elsewhere for the requirement of a degree program. Any literature, data, or works done by others and cited within this report have been given due acknowledgement and listed in the reference section.

"Student name"

Mid-west University, School of Management (MUSOM)

Date:



RECOMMENDATION

I am pleased to certify that "**Name of the Student**" has completed his/her report titled "*Report Title*" as part of the requirements for the Bachelor in Business Administration (BBA) degree. This work was carried out under my supervision and adheres to the respective guidelines for paper documentation.

I hereby recommend the thesis for acceptance and approval.

.....

"Supervisor Name"

(Internal Supervisor)

Mid-West University, School of Management (MUSOM)

Date:



APPROVAL SHEET

Letter Head of MUSOM

We approve the report entitled "**Title of the Report**" by "**Name of the Student**" has been found satisfactory for the award of Bachelor of Business Administration (BBA) Degree.

.....

"Supervisor Name"

(Internal Supervisor)

Mid-West University, School of Management (MUSOM)

Date:

"Supervisor Name"

(External Supervisor)

Mid-West University, School of Management (MUSOM)

Date:



CERTIFICATE OF ACCEPTANCE

Letter Head of MUSOM

Following a successful presentation and evaluation by "Title of the Report" **submitted** by "Name of the Student" has been accepted and forwarded to the university for awarding Bachelor of Business Administration (BBA) Degree.

Research Evaluation Committee

"Name of the Executive Director"

Signature:

Positions:.....

.....

"Supervisor Name"

(Internal Supervisor)

Mid-West University, School of Management (MUSOM)

Date:

"Supervisor Name"

(External Supervisor)

Mid-West University, School of Management (MUSOM)

Date:



Course Title: Entrepreneurship for Innovation & Sustainability Nature of Course-Noncredit Course Code: NCEIS485 Level: MBA/BBA Credit Hours: 3	
Mode: Hybrid (In-Person & Online Sessions)	
Course Description	<p>This course aims to provide students with the basic concepts of entrepreneurship and entrepreneurship mind-set for startups and business practices and promotion. This course also presents nature and sources of generating and exploring business career. Furthermore, this course will explain the business plan, ecosystem, identifying the types of funding networks. Finally, this course will lead to discuss the strategies for growth and managing implications.</p>
Key Objectives	<p>By the end of the course, participants will:</p> <ul style="list-style-type: none"> • Develop an entrepreneurial mindset with a focus on sustainability. • Learn project-based approaches to innovation. • Understand Ecopreneurship, Social Entrepreneurship, Sustainable Finance, and Wellbeing. • Gain hands-on experience in developing and pitching business ideas. • Build networks with mentors, investors, and industry experts. • Cultivate mental, emotional, and physical resilience for long-term success.
Expected Outcomes	<ul style="list-style-type: none"> • Development of sustainable and socially impactful business ideas • Strengthened entrepreneurial, financial, and digital skills • Connections with mentors, investors, and industry leaders • Improved mental resilience, physical health, and emotional intelligence • Recognition for top projects with potential incubation support

Target Participants		<ul style="list-style-type: none">• University students (all disciplines)• Aspiring entrepreneurs• Early-stage startup founders• Faculty members interested in entrepreneurial innovation
Module	Course Contents	LH
1	Introduction to Entrepreneurship <ul style="list-style-type: none">• What is entrepreneurship?• The entrepreneurial mindset: Innovation, risk-taking, and resilience• Identifying business opportunities in local and global contexts #Project 1: Create a vision board and present/ Who am I (Passion, Aptitude)?	4
	Comparative Study: Entrepreneurship, Social Entrepreneurship, and Ecopreneurship <ul style="list-style-type: none">• Similarities and Differences• History and Current Context #Project 2 : Outline a business roadmap which aligns with your passion and aptitude	
2	Ecopreneurship – Business for a Greener Future <ul style="list-style-type: none">• Sustainable business models and environmental impact• Case studies of successful ecopreneurs• Exploring opportunities in eco-tourism, renewable energy, waste management, and organic farming• Climate Change: Cause, Impacts, and Solutions #Project 3: Create a business model which helps address climate change and biodiversity loss	4
	Social Entrepreneurship – Creating Impact <ul style="list-style-type: none">• Business as a tool for social change• Identifying social problems & designing sustainable solutions• Funding & scaling impact-driven ventures #Project 4: Create a business model which helps address a social problem	
3	Problem-Solving & Design Thinking <p>A. Human-centered design approach</p> <p>B. Understanding customer needs through market research</p> <p>C. Ideation techniques and rapid prototyping</p> #Project 5: What is one of the key problems (related to climate change/environmental problem) do you want to address?	5
	Hands-on Learning (PBL) for Entrepreneurs <ul style="list-style-type: none">• Hands-on startup projects (students form teams to solve real-world problems)• Field research & validation (engaging with communities and businesses)	



	<ul style="list-style-type: none"> Mentorship & feedback loops (industry professionals guiding project development) <p>#Project 6: Interview a local entrepreneur and summarize what you learned</p>	
7	<p>Sustainable Financial Literacy for Entrepreneurs</p> <p>Understanding Sustainable Finance</p> <ul style="list-style-type: none"> Basics of sustainable finance and green investing Ethical banking, impact investing & microfinancing Carbon credits & ESG (Environmental, Social, and Governance) considerations <p>Financial Planning for Startups</p> <ul style="list-style-type: none"> Managing cash flow, budgeting, and cost analysis Raising capital: Grants, crowdfunding, and impact investment Financial decision-making with sustainability in mind <p>Revenue Models for Sustainable Businesses</p> <ul style="list-style-type: none"> Circular economy business models Subscription-based, pay-as-you-go, and impact-driven pricing models Financial resilience and risk management for startups <p>#Project 7 : Prepare a stepwise roadmap which helps you or your business become financially independent.</p>	7
8	<p>Digital & Tech Skills for Entrepreneurs</p> <ul style="list-style-type: none"> Using AI, social media & e-commerce for business growth Developing an MVP (Minimum Viable Product) Basics of digital marketing & branding <p>#Project 8 : Create a project to show how you can use AI and social media for your business</p>	5
9	<p>Holistic Health, Wellbeing, and Mindfulness for Entrepreneurs</p> <p>Mental Resilience & Stress Management</p> <ul style="list-style-type: none"> Managing uncertainty and entrepreneurial stress Meditation, mindfulness, and relaxation techniques Developing a growth mindset and overcoming failures <p>Physical Health & Productivity</p> <ul style="list-style-type: none"> Nutrition for sustained energy and focus Importance of exercise and movement for peak performance Sleep hygiene and time management for efficiency <p>Emotional Intelligence & Leadership</p> <ul style="list-style-type: none"> Building strong relationships and effective communication Work-life balance and avoiding burnout Self-awareness, empathy, and decision-making under pressure <p>Project# 9: Present your ideas to demonstrate how emotional intelligence can play a vital role for leading your business sustainably.</p>	5
	Eco-Tank Events / Pitching & Scaling Ventures	

10	<ul style="list-style-type: none"> Pitching techniques & storytelling for startups Building investor-ready presentations Final Business Pitch Competition (industry experts as judges) <p>Project# 10: Pitch your ideas related to ecopreneurship in front of the panel of judges</p>	7
	<p>Learning Methodology</p> <ul style="list-style-type: none"> Project-Based Learning (PBL): Hands-on business idea development Case Studies: Real-world insights from successful entrepreneurs Workshops & Mentoring: Direct engagement with business leaders Field Visits: Exploring successful local businesses & startups Pitch Sessions: Refining and presenting ideas to experts Wellbeing Practices: Integrated health strategies for long-term success 	
References		
2. Entrepreneurial Development Dr. S.S. Khanna S. Chand Publication		

Course Title - Communication and IT Skill Development

Nature of Course-Noncredit

Course Code: NCEIS486

Level: BBA

Credit Hours: 2

Main Objectives

Communication and Information Technology Development Course intends to enhance the practical skills of candidates (both teachers & students) who have been doing the UG/PG at MWU. As the title suggests, the course provides in-depth knowledge and skills of Communication and IT. The rapid growth of science and technology has brought students and teachers in such a specific context where communication and IT knowledge and skills become crucial. Therefore, this is a supplementary course to all the faculties, subjects and levels.

Thus, you will increase your technical ability and its usages. In addition, you will learn practical skills needed to get a job done, such as communication and computer skills taught by us in further modules, and you will gain a theoretical and practical understanding of IT in everyday works. Therefore we brought you this introductory course for the first semester of your program.

Enabling Objectives

After the completion of all the learning modules of this course, learners will be able to:

- ⑩ Develop students' communication and soft skills
- ⑩ Develop academic and professional content writing skills
- ⑩ Develop online, public speaking, and leadership skills
- ⑩ Develop students' problem-solving and computational thinking skills;
- ⑩ Expose students to IT health and safety standards that empower them to set healthy boundaries and make wise decisions when using technology;
- ⑩ Develop learners who are confident, self-motivated, self-directed, able to work independently and interact effectively with peers;
- ⑩ Introduce students to a variety of IT jobs so that they can choose an informed career;
- ⑩ Provide students with the knowledge of proper behavior and 'etiquette' when using technology especially the Internet and communications;
- ⑩ Involve students in activities that will instil a sense of importance in their work and respect and respect for the creation of others;
- ⑩ Encourage students' awareness of the basics of IT so that they can gain access to the latest technology and the Internet;
- ⑩ Provide students with the life skills needed to survive in a competitive digital age around the world.

Module 1: Communication and Soft Skills

Module 2: Academic and Professional Content Writing

Module 3: Computer Elemental and Careers in IT

Module 4: Online and Public Speaking Skills

Module 5: Software Application Tools(Microsoft and Google Products/Apps)

Module 6: Profession based IT Skills



Course Content in Details			
SPECIFIC OBJECTIVES	CONTENT	TEACHING AND LEARNING STRATEGIES	ASSESSMENT STRATEGIES
Module 1: Communication and Soft Skills			
1.1 Enhance the basics of effective communication	Essentials of effective communication	- short lecture - video presentation - classroom interaction	Written and spoken test
1.2 Explore the theoretical knowledge and abilities of professional communication	Principles, process and models of communication	- Brainstorming/Discussion	Group presentation
Module 2: Academic and Professional Content Writing			
2.1 Promote the theoretical understanding of academic and professional content writing	- Basics of academic writing - Fundamentals of professional writing	- Presentation and demonstration	Individual presentation and written assignment
2.2 Develop topic and context based content writing	- Topic based writing skills - Context based writing skills	- Exploration and discussion	- Classroom assignments and presentation
Module 3: Computer Elemental and Careers in IT			
3.1 Develop the fundamentals and specification of a computer	- Software specification, Hardware specifications, Internet of Things and Database Management System	- Discussion	- Student presentations
3.2 Identify the careers and opportunities in IT	- Software designing, development, and deployment	- Oral/Visual Presentation - Short lecture	- Class room MCQ based assignment.
Module 4: Online and Public Speaking Skills			
4.1 Demonstrate the underlying abilities of online and public speaking	- Designing content in online and physical speech	- Presentation and discussion	- Question answers
4.2 Present a sample of online and physical presentation	- Delivering content in online and physical speech	- Role play and simulations	- Speech presentation both in physical and online mode
Module 5: Software Application Tools(Microsoft and Google Products/Apps)			
5.1 Enhance the usages of software application	- Word, Excel, and PowerPoint - Google docs, drive, blogger, forms and so on	- Project based learning	- Individual assignment
5.2 Support on installation of software and Hardware	- Computer Peripheral - Installation Guide on Windows, Office, Antivirus etc. - Troubleshooting	- Lab visit	- Classroom Assignment
Module 6: Profession based IT Skills			
6.1 Pure IT Based Profession	- Use of Computer programming, Server Management, Database Management, Application development, Various troubleshooting and counseling,	- Piratical Work	- Home Assignment (Instructor)

6.2 Non IT based Profession	- Knowledge and skills for Bankers, Teachers, Businessmen and managers.	- Presentation and Discussion	- Group discussion and presentation
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Conclusion

While applying for this course, It is highly recommended that the experts administer it, mainly to the faculties and students struggling in communication and IT-related works and activities. This course supports the candidates to solve both communication and technology-related problems and obstacles in their profession. As we all know, this era is rapidly evolving various innovations to tackle both every day and professional challenges of all work of individuals, society, and the whole world. This course is at your fingertips to address the need and interest of the present context and scenario.

