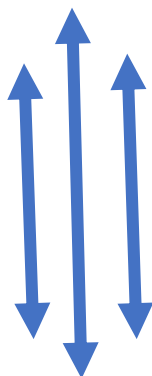
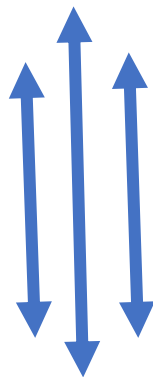




**Mid-West University**  
**School of Management (MUSOM)**



**Master of Business Administration (MBA)**  
**(2 -Year Program)**



**Syllabus**  
**Revised 2078 (2022)**

## MBA Program

### Master of Business Administration (MBA)

Two-year MBA program is designed for students from a wide variety of disciplinary backgrounds seeking international career opportunities through the development of their leadership and managerial abilities.

MBA is an internationally respected management qualification, which enhances the skills and competencies of a leadership career. The program covers the general business and management curriculum with an opportunity to specialize. Students are encouraged to apply concepts learned and become familiar with theories. The course content improves students' skills to manage and lead organizations effectively through the development of employability and understanding of the wider range of management knowledge, skills, concepts and practices.

**Program Goals:** Prepare skilled and employability-oriented leaders and graduates.

#### Program Objectives:

- Develop the key leadership and management skills through knowledge required to make progress in career development.
- Work with trained and experienced tutors responsible to guide students through every step of the learning process.
- Enhance network and creative management qualifications through real life case method of teaching.

### MBA Program Working Values

**Collaboration and partnerships:** Promotion of effective cooperation and partnerships with the industries, education institutions, governments, development agencies, internal academic departments, beneficiary communities and professional societies is our collaborative commitment in action while designing and delivering management education.

**Compliance:** Our actions are always guided to comply with prevailing national and international rule of law and system practices to safeguard the natural environment and promote the empowerment of gender, social inclusion and access from every respect of diversity.

**Equality and harmony:** Aligned with the University's mandate, the MBA program stands for universal ideology of non-alliance and equal treatment with respect and dignity at the individual, institutional and national levels to build and promote everlasting harmonious relationships with the help of our teacher-staff, students and rest of providers.

**Integrity, openness and respect:** The entire institutional mission shouldering MBA program at MUSOM has been crafted with an assumption of honesty, dedication and fairness. We embrace freedom of ideas, inquiry, and expression. We value our differences, our environment, and our individual and collective contributions to proclaim the universal relevance of this crucial academic program.

**Learning organization:** As the Institution has been proposed as a learning organization, the overall programs at MUSOM are always open to listen to constructive criticisms and feedback to initiate and sustain continuous improvement. Initiating change for sustainable development is one of the core institutional values. We strive to be better for everyone, always by driving out fear of failure and dominance in all respects.

**Responsiveness and accountability:** Each member responsible for nurturing the MBA program at MUSOM serves responsively abiding with the norms and values on socio-ethical responsiveness and obligation. We have an expectation that our people always strive to be the first to respond in every situation. We commit to take initiatives and share our responsibility for exemplifying excellence. We are responsible for making our community ever better, through our words and actions in nurturing our valuable graduates and dealing with others.

**Rich in commitment:** MUSOM bears a rich culture of fulfillment of its commitment towards all stakeholders, always. So, our collective effort at the MBA program is always vested on delivering more than promised to cherish a shared happiness in each instance.

### Rational of MBA Curriculum Revision

Nepal is open to competitive economic policy and practice. Following the path of liberalization, Nepal needs managers who can redefine and reform the indigenous management system in line with the international corporate society. By revisiting the MBA curriculum Mid-Western University School of Management (MUSOM) can offer quality management education to prepare skillful managers for Nepal facing challenges and impacts of ever changing international economic conditions. MUSOM strives to introduce and promote global management education in terms of quality teaching, applied research. Truly, the management curriculum in Nepal is largely influenced by European curriculum and pedagogy. Very often, its relevance to the Nepalese business environment is questioned by students, community, faculty members and stakeholders. The necessities for MBA curriculum revision are as follows:

- Increasing influence of foreign trends in terms of the whole teaching-learning process
- Emerging corporate culture and practice based management education
- Need of reviving indigenous rural entrepreneurship and agribusiness innovation
- Growing non-profit 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 MBA curriculum needs to be revisited and revised to align with diversified management education across the globe.

MUSOM has taken up an initiative of revising the MBA curriculum as a major reform with a mission to improve the quality of management education while many other management institutions are left behind by following traditional curriculum and focusing on the following main emerging aspects:

1. Soft skills, personality development and communication
2. Promotion of entrepreneurial thinking
3. Lack of collaboration with industry
4. Limited number of electives
5. Exclusive admission process lacking diversity
6. Lacks case study and practical approach
7. Lacks balance between qualitative and quantitative reasoning.
8. Excludes local needs of business and agribusiness
9. Too much focus on corporate but what about needs of social sectors
10. Lacks Nepalese values system
11. Nepalese public issues ignored
12. What about 'Out of Box Thinking'
13. What about health care and nutrition management?
14. Lacks social accountability and attachment

### **Learning Outcomes**

The revised MBA curriculum should focus on the alignment of curriculum with the university mission. The most fundamental learning outcomes of the MBA program are to be identified through the stakeholders' interaction. The learning outcomes specify the knowledge, skills, values and attitude students are expected to attain in a program. After series of discussions and workshops, the MUSOM Academic Committee identified the following major learning outcomes of the MBA program:

1. Business environment and fundamental and applied knowledge: Students can 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

### **MBA Program Course Structure**

The responses of various experts and stakeholders are clear that quality management education is very necessary for 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. MBA graduates must be equipped to work across time zones, languages, and cultures. Employability, entrepreneurial innovations, and theory to practices connectedness are the main focal aspects of MUSOM MBA curriculum revision.

The curriculum is revised 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 MBA curriculum emphasizes on intensive and flexible management education with 62 credits of core courses and 9 credits of elective courses.

### MBA Program Structure and Credits

The program structure and credits for the MBA are finalized based on experts' suggestions and stakeholders' needs as well as general structure of the program. Minimum number of teaching credits for MBA program should be 63 credits as under.

Year & Semester	Course & Credits
1 Year ( I,II & III Semester )	Credits of Foundation Courses: 14
I & 2 Year (I, II, II & IV semester)	Credits of Core Courses: 29
2 Year (III-IV Semester)	Credits of Specialization Courses: 09
2Year (III and IV semester)	Credits of Elective Courses: 04
2 Year (III Semester)	Credits of Internship/Practical Work: 04
2 Year (IV Semester)	Credits of Graduate Research Project: 03
<b>Total Credits for MBA</b>	<b>63</b>

**Foundation & Core Courses:** Foundation and Core courses of MBA 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 a 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	Managerial Communication	03
2	Statistics for Management	03
3	Managerial Economics	03
4	Management Information System (MIS)	03
5	Business Research Methodology	02

#### Table of Core Course

SN	Course Title	Credits
1	Current Issues in Management	03
2	Financial Accounting and Analysis	03
3	Organizational Behavior	02
4	Marketing Management	02
5	Financial Management	03
6	Cost and Management Accounting	03
7	Human Resource Management	02
8	Operations and Supply Chain Management	02
9	Entrepreneurship	02
10	Business Environment and Strategic Management	03
11	International Business Dynamics	02
12	E-Business Strategies	02

**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. Only three courses would be listed in the course cycle from the following multiple courses.

#### Table of Specialization Course

Key Areas	Course Title	Credits
1	<b>Finance</b> 1. Capital Management 2. Asset Management 3. Working Capital Management	09

	<ul style="list-style-type: none"> <li>4. Financial Institutions and Market</li> <li>5. Options, Derivatives, and Futures</li> <li>6. Capital Market</li> <li>7. Investment Planning and Portfolio Management</li> <li>8. Strategic Financial Management</li> </ul>	
2	<b>Marketing</b> <ul style="list-style-type: none"> <li>1. Advertising and marketing communications</li> <li>2. Selling and Sales force management</li> <li>3. Digital marketing</li> <li>4. Consumer Behavior</li> <li>5. Brand Management</li> <li>6. Distribution Management</li> <li>7. Service Marketing</li> <li>8. Retail Management and integrated marketing</li> <li>9. Marketing Research</li> <li>10. International Marketing</li> </ul>	09
3	<b>Entrepreneurship and Small Business Management</b> <ul style="list-style-type: none"> <li>1. Entrepreneurship Development</li> <li>2. Social Entrepreneurship</li> <li>3. Idea Development and Implementation</li> <li>4. Business Planning</li> <li>5. Financing Small Business</li> <li>6. Small Business Marketing</li> <li>7. HRM for Small Business</li> <li>8. Managing Cooperatives</li> </ul>	09
4	<b>Human Resource Management</b> <ul style="list-style-type: none"> <li>1. Human Resource Development</li> <li>2. Compensation Management</li> <li>3. Employee Relations</li> <li>4. Contemporary Issues in HRM</li> <li>5. HR Outsourcing</li> <li>6. Hiring, Recruitment and Placement</li> <li>7. HRIS Management</li> </ul>	09
5	IT and Business Analytics	09

**Elective Courses:** Usually, elective courses fall under the functional areas of business issues with 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	<b>Service Sector</b> <ul style="list-style-type: none"> <li>1. Service Sector Management</li> <li>2. Transport Management</li> <li>3. Tourism and Hospitality Management</li> <li>4. Cooperative Management</li> <li>5. Commercial Banking Management</li> <li>6. Insurance</li> </ul>	02
2	<b>Development Sector</b> <ul style="list-style-type: none"> <li>1. Rural Development</li> <li>2. Natural Resource Management in Karnali Pradesh</li> <li>3. Settlement Management and Market Development in Karnali Pradesh</li> <li>4. Resource Endowment and Integrated Development in Karnali Pradesh</li> <li>5. Media and Development in Karnali Pradesh</li> <li>6. Economic Diplomacy for Promoting Trade and Economic Relations in Karnali Pradesh</li> </ul>	02

**Experimental and Innovation based Course:** Observing current focus on experimental and innovation to develop ground theory based learning and skill applications in students' experimental and innovation based courses are identified.

**Table of Experimental and Innovation based Course**

SN	Course Title	Credits
1	Social Business Attachment	02
2	New Venture Planning (Project Work)	01
3	Corporate Governance and CSR	01

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

**Table of GRP**

SN	Course Title	Credits
1	Graduate Research Project (GRP)	03

**Eligibility for Admissions**

Following are the eligibility criteria for admission in the MBA program:

- a. Completion of the undergraduate 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.
- b. Passed in MUSOM GMAT: MUSOM GMAT follows the standardized format that consists of six key sections with the purpose of testing candidates' general knowledge, reasoning, verbal, analytical and communication skills.

**GMAT 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
<b>Total</b>			<b>100</b>	<b>50</b>

**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 sessions:

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 a retake of such subject in the next cycle with repayment of the 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 the contents of the 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 the 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 an 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.

### Practicum 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
	<b>Total</b>	<b>50</b>	<b>25</b>

### 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 the Master of Business Administration (MBA) 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

## MBA Program Course Cycle

### Total Credit Hours – 63

First Semester		
Subject Code	Name of the Subject	Credit Hours
	<b>Core courses</b>	
MGT 511	Current Issues in Management	03
MGT 512	Managerial Communication	02
MGT 513	Business Communication Practicum	01
MGT 514	Financial Accounting and Analysis	03
MGT 515	Statistics for Management	03
MGT 516	Managerial Economics	03
	<b>Total</b>	<b>15</b>

Second Semester		
Subject Code	Name of the Subject	Credit Hours
	<b>Core courses</b>	
MGT 521	Organizational Behavior	02
MGT 522	Marketing Management	02
MGT 523	Financial Management	03
MGT 524	Cost and Management Accounting	03
MGT 525	Human Resource Management	02
MGT 526	Management Information System (MIS)	02
MGT 527	MIS Practicum	01
	<b>Total</b>	<b>15</b>

Third Semester		
Subject Code	Name of the Subject	Credit Hours
	<b>Core courses</b>	
MGT 531	Business Research Methodology	02
MGT 532	Operations and Supply Chain Management	02
	Specialization I	03
	Elective I	02
MGT 533	Entrepreneurship	02
MGT 534	Social/Business Attachment	02



MGT 535	New Venture Planning (Project Work)	01
MGT 536	Seminar on Corporate Governance and CSR	01
	<b>Total</b>	<b>15</b>

<b>Fourth Semester</b>		
<b>Subject Code</b>	<b>Name of the Subject</b>	<b>Credit Hours</b>
	<b>Core courses</b>	
MGT 541	Business Environment and Strategic Management	03
MGT 542	International Business Dynamics	02
MGT 543	E-Business Strategies	02
	Specialization II	03
	Specialization III	03
	Elective II	02
MGT 547	Graduate Research Project (GRP)	03
	<b>Total</b>	<b>18</b>
	<b>Total Aggregate</b>	<b>63</b>

#### **Specialization Courses**

	<b>Course Title</b>	<b>Credits</b>
<b>Specialization: Finance</b>		
<b>Subject Code</b>	<b>Specialization I</b>	<b>09</b>
FIN 537	Capital Structure Management	03
	<b>Specialization II</b>	
FIN 544	Assets Management	03
	<b>Specialization III</b>	
FIN 545	Strategic Financial Management	03
<b>Specialization: Marketing</b>		
	<b>Specialization I</b>	<b>09</b>
MKT 537	Integrated Marketing Communications	03
	<b>Specialization II</b>	
MKT 544	Consumer Behavior	03
	<b>Specialization III</b>	
MKT 545	Brand Management	03
<b>Specialization: Entrepreneurship and Small Business Management</b>		
	<b>Specialization: I</b>	<b>09</b>
EBM 537	Entrepreneurship Development	03
	<b>Specialization II</b>	
MBM 544A	Business Planning	03
MBM 544B	Social Entrepreneurship and Innovation	03
	<b>Specialization III</b>	
MBM 545	Small Business Marketing	03



<b>Specialization: Human Resource Management</b>		
	<b>Specialization I</b>	<b>09</b>
HRM 537	Human Resource Development	03
	<b>Specialization II</b>	
HRM 544	Compensation Management	03
	<b>Specialization III</b>	
HRM 545	Employee Relations	03
<b>Specialization: IT Business Analytics</b>		
	<b>IT and Business Analytics (Courses are to be developed)</b>	<b>09</b>
	<b>Elective I</b>	
<b>Sub. Code</b>	<b>Service Sector (Any One)</b>	<b>02</b>
MGT 538A	Service Sector Management	02
MGT 538B	Tourism and Hospitality Management	02
MGT 538C	Cooperative Management	02
	<b>Elective II</b>	
<b>Sub. Code</b>	<b>Development Sector (Any One)</b>	<b>02</b>
MGT 546A	Rural Development	02
MGT 546B	Independent Course in Natural Resource Management in Karnali	02
MGT 546C	Economic Diplomacy for Promoting Trade and Economic Relations in Karnali & Lumbini Pradesh	02

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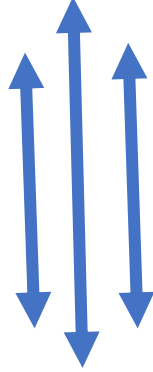
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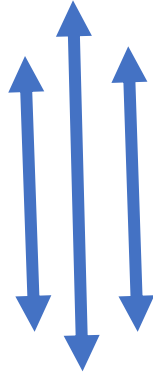
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**Mid-West University**  
**School of Management (MUSOM)**



**Master of Business Administration (MBA)**  
**(2 -Year Program)**



**MBA 1<sup>st</sup> Semester**

**Syllabus**

Revised 2078 (2022)

or

or

or

or

or

**Course Title:** Current Issues in Management  
**Course Code Number:** MGT 511  
**Credit Hours:** 03  
**Level:** Master  
**Year: 1** Semester 1

<b>Course Objectives</b>	This course is designed to discuss emerging management concepts and issues in the context of complex, dynamic, and changing business world. Students are expected to get comprehensive and deep understanding on the current management concepts to equip them with good foundation on management basics and issues. This course provides opportunities for students to explore the nature of management, the development of management thoughts and emerging issues, and the changing nature of managerial functions.
<b>Course Description</b>	In this course special attention will be given to contemporary management issues and the emerging complexities of managerial functions. Major topics to be covered in this course will include the management concepts and issues like changing role of managers, leadership and communication, quality, control and innovation, diversity management, structure and design issues, ethics and social responsibility.
<b>Learning Outcomes</b>	<p><i>Students after completing this course will be able to:</i></p> <ul style="list-style-type: none"> <li>• Understand the changing nature of management functions and managerial roles;</li> <li>• Explain the latest developments and contributions of management theory, research and practice;</li> <li>• Know the dimensions of management articulated in the planning-organizing-leading-controlling (P-O-L-C) framework;</li> <li>• Discuss the value of emerging management concepts of quality management, governance, business ethics, social responsibility, and their implications for contemporary business practice.</li> <li>• Assess the significance of the emerging concepts like knowledge management, organizational learning, empowerment, and diversity management;</li> <li>• Apply the knowledge of contemporary management concepts to address organizational issues.</li> </ul>

<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Changing Perspectives in Management</b>	<b>8</b>
	The concept of management; An overview of management concepts, approaches, and functions; Evolution of management thought; Organization and environmental factors; Changing role of managers; Managerial skills and activities; Current issues and challenges of management.	
<b>2</b>	<b>Organizational Structure and Change</b>	<b>8</b>
	Concept of organization; Organizational goals; Types of organizations; Changing perspectives on organization; Principles of organizing; Approaches to organizing; Process of structuring an organization; Types of organizational structure; Emerging concepts in organizing and design; Organizational change – concept, planning and executing change effectively	
<b>3</b>	<b>Managerial Planning and Decision Making</b>	<b>8</b>

	An overview of the planning process; Determining organization's mission and goals; Strategy formulation and implementation; Concept and nature of decision making; Steps in the decision making process; Increasing participation in decision making; Promoting individual and team work for creativity.	
<b>4</b>	<b>Meeting the Challenges of Governance and Sustainability</b> Concept of corporate governance; Scope of corporate governance; Difference between governance and management; Concept of corporate sustainability; Dimensions, factors and elements of sustainability; Business eco-system; Sustainability issues.	<b>6</b>
<b>5</b>	<b>Managing Quality and Control</b> Concept of quality; Goals and principles of quality management; Techniques of managing and improving quality; Value creation for customers; Quality control tools; Innovation management – concept and importance; Fundamental concepts of organizational knowledge and organizational learning; Concept of control; Nature and characteristics of control; Control process; Information and technology for quality, control and innovation.	<b>5</b>
<b>6</b>	<b>Leadership, Communication and Empowerment</b> Concepts; Contemporary approaches to leadership; Leadership for team work and problem-solving; Contemporary approaches to leadership; Value-based leadership; Understanding communication structure, barriers and issues; Concept of employee empowerment; Issues in employee empowerment.	<b>8</b>
<b>7</b>	<b>Managing Corporate Responsibility, Ethics and Diversity</b> Concept of business ethics; Core elements of ethical character; Making ethics work in organizations; Concept of corporate social responsibility (CSR); Basic elements of social responsibility; Concept of corporate citizenship; Concept of diversity management; Success and failure factors of diversity management; Benefits and challenges of workplace diversity.	<b>5</b>
<b>References</b>		
<b>Basic Texts</b>		
<ol style="list-style-type: none"> <li>1. Robbins, S. P. and Coulter, M. A. <i>Management</i>. New Delhi: Pearson Education.</li> <li>2. Bateman, T. S. and Snell, S. A., <i>Management: Competing in the New Era</i>. New Delhi: McGraw Hill.</li> <li>3. Griffin, R. W. <i>Management</i>. New Delhi: Cengage Learning.</li> <li>4. Bauer, T., Erdogan, B., and Short, J. <i>Principles of Management</i>. Boston: Flatbook.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Tricker, B. <i>Corporate Governance: Principles, Policies and Practices</i>. New Delhi: Oxford University Press.</li> <li>2. Chatterji, M. <i>Corporate Social Responsibility</i>. New Delhi: Oxford University Press.</li> <li>3. Francis, R. D., and Mishra, M. <i>Business Ethics: An Indian Perspective</i>. New Delhi: Tata McGraw Hill.</li> <li>4. Harvey, B. <i>Understanding and Managing Diversity</i>. New Delhi: Pearson Education</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

**Course Title:** **Managerial Communication**  
**Course Code Number:** **MGT 512**  
**Credit Hours:** **02**  
**Level:** **Master**  
**Year: 1** **Semester 1**

<b>Course Objectives</b>	The main objective of the course is to develop managers who can communicate in a creative manner by understanding and strategically applying appropriate concepts. It enhances creative and critical communication skills in graduates.
<b>Course Description</b>	The course in Managerial Communication blends the theory and practice of communication in the management and business sectors. The course presents a balanced approach to workplace communication for managers and executives. It is designed to bring timeless communication principles into the contemporary workplace. The course has the following main components: a) A strategic approach b) A solid research base c) Comprehensive coverage of contemporary issues d) An examination of oral and written communication channels e) A focus on managerial rather than entry level competencies
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• know about current business practices and relevant research</li> <li>• use strategic managerial communication,</li> <li>• motivate subordinates and groups with diverse backgrounds</li> <li>• use new technology,</li> <li>• communicate effectively for managerial and organizational success</li> <li>• interact in a multi-cultural and interdisciplinary environment.</li> </ul>

<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Managing in Contemporary Organizations</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>• Communication in Contemporary Organizations</li> <li>• The Managerial Communication Process</li> <li>• Communicating with Technology</li> </ul>	
<b>2</b>	<b>Group Communication Strategies</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>• Managing Meetings and Teams</li> <li>• Making Presentations</li> </ul>	
<b>3</b>	<b>Managerial Writing Strategies</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>• Contemporary Managerial Writing/Writing Routine Messages</li> <li>• Writing Management Reports and Proposals</li> </ul>	
<b>4</b>	<b>Strategies for Understanding Messages</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>• Managerial Listening/Nonverbal Communication</li> <li>• Intercultural Managerial Communication</li> </ul>	
<b>5</b>	<b>Interpersonal Communication Strategies</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>• Conflict Management/Managerial Negotiation</li> <li>• Conducting Interviews</li> </ul>	

**References**

1. *Oxford Advanced Learner's Dictionary of Current English*. 8<sup>th</sup> ed., OUP, 2010.
2. Anderson, Paul V. *Technical Communication*. 9th ed., Cengage, 2018.
3. Bell, Reginald L., and Jeanette S. Martin. *Managerial Communication for Organizational Development*. BEP, 2019.
4. Munter, Mary. *Guide to Managerial Communication*. 8<sup>th</sup> edition, Pearson, 2008.

**Course Title:** Business Communication Practicum  
**Course Code Number:** MGT 513  
**Credit Hours:** 01  
**Level:** Master  
**Year: 1** Semester 1

<b>Course Objectives</b>	<p>The main objective of the course is to develop managers who can communicate in a logical and creative manner by strategically applying appropriate concepts, organize content coherently and correctly in meaningful ways.</p> <p>The specific objectives are to enable students to:</p> <ul style="list-style-type: none"> <li>• be acquainted with and be able to use real content and skills of business communication</li> <li>• use strategic managerial communication skills in action</li> <li>• motivate subordinates and groups with diverse backgrounds</li> <li>• use new technology in communication business</li> <li>• communicate effectively for managerial and organizational purpose</li> </ul>	
<b>Course Description</b>	<p>Designed to foster communication skills, Business Writing Practicum (BWP) helps internalizing fundamentals, theoretical discourses and principles of business communication in real and personalized practices of students. To this end, BWP is featured to expose students to and thereon undertake varieties of relevant communication skills focused tasks designed upon listening, speaking, reading, writing as basic components combined with composing, analyzing, authoring, reviewing, critiquing, creating, communicating, reporting etc. advance skills of business communication. In short, framed in pursuance to a balanced approach to workplace communication for managers and executives, the business writing practicum will enable the learners to internalize the timeless communication principles in real contexts in practice that they are supposed to have manifestation in contemporary workplace situation in a simulated model. Tasks that advance from reading to reviewing and researching, writing to authoring, listening to attending, and speaking to presenting as some key facets that in principle frame in guidance of different types of current business literature, are prescribed for self-actualizing practices to shape in group and individual discussions, interactions, reporting in written form, and oral presentations. The course has the following main components:</p> <ol style="list-style-type: none"> <li>I. A strategic approach to practice</li> <li>II. A solid research base and project work module</li> <li>III. Comprehensive coverage of contemporary issues</li> <li>IV. A foundation for oral and written communication to shape in practice and use of skills</li> <li>V. A focus on managerial rather than elementary level competencies</li> </ol>	
<b>Learning Outcomes</b>	<p>Students after completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• Use oral and written communication as per context.</li> <li>• Acquire internal and external managerial communication competencies.</li> <li>• Create visual PowerPoint and all kinds of business correspondence.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<p><b>Writing a career portfolio and presenting in the seminar class</b></p> <p>Defining portfolio, types of portfolio, elements of portfolio, objective and significance of portfolio, career goals, mission statement, sample portfolio</p>	<b>2</b>





2	<b>Writing a job application letter for a given advertisement and presenting</b>	2
	What is job application? How to write application, types, elements, significance, sample job application	
3	<b>Writing types of business letters and memos</b>	2
	What is business letter? Types of business letter, payment request, memos, elements of letters, significance of letter	
4	<b>Conducting an interview &amp; meeting, writing agenda and minutes</b>	4
	Meaning of interview, objective of interview, how to conduct interview, key elements of interview, effective meeting, ways to conduct meeting, how to prepare meeting agenda, defining meeting minutes, preparing meeting.	
5	<b>Writing proposals against a call for proposal announced</b>	2
	What is proposal? Key elements of proposals, types, grant proposal, effective proposals.	
6	<b>Writing short Reports on internship or field visit of enterprises</b>	2
	What is short report? Preparing internship report, how to write field visit report, elements of short reports.	
7	Writing emails and advertisements for social media	2
	What is email? Ways to write effective email, key elements of email, advertisement for social media.	
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Lesikar, R. V. et al. (11<sup>th</sup> eds.). Business communication: Making connections in a digital world. India: SIE.</li> <li>2. Hynes, Geraldine E. <i>Managerial Communication: Strategies and Applications</i>. 6<sup>th</sup> edition, Sage, 2016.</li> </ol>		
<b>Pedagogy</b>		
<p>All the above topics are to be presented after 8 days of regular practices given to students in class and home-assignment module. The presentations shall be individual and are subject to marking by internal faculty for internal assessment. The external will examiner will be invited to examine the tasks presented by each examinee student through practicum classes. The external examiner shall conduct interviews for final evaluation of an individual student registered for Business Practicum.</p>		

**Course Title:** Financial Accounting and Analysis  
**Course Code Number:** MGT 514  
**Credit Hours:** 03  
**Level:** Master  
**Year: 1** Semester 1

<b>Course Objectives</b>	The objective of the course is to provide the knowledge of accounting and orient the students to various dimensions of Financial Statements analysis in order to enable them to make financial analysis of a company/business for better decisions.	
<b>Course Description</b>	This course is designed to develop a strong foundation of accounting theories and principles for managerial decisions. It leads students to learn various aspects of financial system and accounting theories and makes them analyze and analyze financial statements.	
<b>Learning Outcomes</b>	After reading this course, students will be able to: <ul style="list-style-type: none"> <li>• Understand various aspects of financial accounting systems, accounting principles, theories and standards,</li> <li>• Prepare and financial statements, financial positions and prospects,</li> <li>• Prepare cash flow statements and analyse cash flows and cash flow prospects,</li> <li>• Conduct valuation of assets, inventories, and goodwill, calculate depreciation and analyse these including assessing their implications on financial positions,</li> <li>• Make the accounting treatment of shares and debentures and treat the equity and debt instruments from accounting purpose,</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Basic Fundamentals of Financial Accounting</b> Accounting concepts, Users of Accounting Information, Branches of Accounting: financial accounting, management accounting, Career in accounting: Financial accountant, cost accountant, management accountant, internal auditor, account system designer, tax accountant, statutory auditors, tax consultants etc., Generally Accepted Accounting Principles: Nepal Accounting Standards (NAS), Nepal Financial Reporting Standards (NFRS) Generally Accepted Accounting Principles (GAAPS), International Financial Reporting Standards (IFRS)	<b>8</b>
<b>2</b>	<b>Understanding and Preparation of Financial Statement</b> Books of Original Record; Journal and Subsidiary books, posting into ledgers, preparing trial balance, Preparing Income statement, and Balance Sheet	<b>8</b>
<b>3</b>	<b>Statement of Cash Flow Analysis</b> Concept and importance of cash flow analysis, Sources of cash flows; Operating, investing and Financing Activities, Method of cash flow calculation: Direct and Indirect method, Preparing cash flow statement and its interpretation. NAS 01 and NAS 07.	<b>8</b>
<b>4</b>	<b>Financial Statement Analysis</b> Overview of financial analysis, techniques: Vertical Vs. Horizontal Analysis; Common Size Statements, Financial Ratio Analysis: for assessing solvency, liquidity, profitability and market performance, Du-point analysis, shortcomings of ratio analysis.	<b>8</b>

<b>5</b>	<b>Valuation of Assets and Inventory</b> Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation: Straight line and diminishing balance methods. Inventory Valuation, Methods of inventory valuation: LIFO, FIFO and average cost method and valuation of goodwill, methods of valuation of goodwill.	<b>8</b>
<b>6</b>	<b>Issue of Shares and Debentures</b> Entries for Issue of shares, forfeiture and re-issue of forfeited shares, Issue of shares at Discount and premium, Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.	<b>8</b>
<b>References</b>		
1. Financial Accounting for Decision Makers, International Student Edition ( Gary A. Porter and Curtis L. Norton ). 2. Nepal Accounting Standards, 2012, Accounting Standards Board Nepal.		
<b>Pedagogy</b> <ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title: Statistics for Management</b>		
<b>Course Code Number: MGT 515</b>	<b>Credit Hours: 03</b>	
<b>Level: Master</b>	<b>Year: 1 Semester 1</b>	
<b>Course Objectives</b>	The objective of this course is to provide useful skills to enhance the managerial abilities of students. This course also simultaneously expos students to computer software enabling them to apply in statistical calculations.	
<b>Course Description</b>	The course is designed to give the students the basic quantitative skills to solve managerial problems. It also helps students to promote the practice of the scientific method of study to interpret, communicate and exchange results. Various statistical tools and optimization techniques under this course help the students enhance their level of decision making ability based on critical reasoning. Statistics course in MBA develops the skills and aptitude of students required for making effective use of statistical methods to enable evidence based decisions. The course enables to select and apply techniques and also to communicate statistical results. The theory part helps in motivating and comparing alternative schemes whereas guiding illustrations are provided apply them in real life situations and interpret them.	
<b>Learning Outcomes</b>	After the completion of the course, the students will be able to, <ul style="list-style-type: none"> <li>• Process, present and interpret data,</li> <li>• Analyse and apply theory of probability and theoretical probability distribution in various applied perspectives, use it as a tool of analysis for making decisions, calculate and draw probabilistic trends, distribution and scenarios,</li> <li>• Examine sampling, sample size and estimation, determine and select appropriate sampling approach and determine sample size in various situations including known and unknown population,</li> <li>• Develop and test hypothesis using both parametric and non-parametric statistics,</li> <li>• Calculate and examine relationships between two or more variables to establish cause and effects, degree and extent of relationships and apply them in real life situations,</li> <li>• Apply Excel and other statistical softwares.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to statistics</b>	<b>3</b>
	Statistical Data: Primary and secondary data, types and classification of data, statistical software, statistical survey, stages of statistical survey, tabulation and presentation of data – Diagrams, graphical presentation - Bar charts, histogram, frequency polygon, frequency curve, pie-chart, measures of central tendency and dispersion	
<b>2</b>	<b>General Probability Theory</b>	<b>6</b>
	Basic terms: Random experiment, favorable event, dependent event, independent events or cases, mutually exclusive cases, exhaustive cases, equally likely cases. Permutation and combination approach to probability problems. Subjective and objective probability, additive and multiplicative law of probability on mutually exclusive and independent events. Mathematical expectation and variance of a random variable Conditional probability, prior and posterior probability in Bayes' Theorem. (use of MS excel to solve permutation and combination cases and probabilities).	

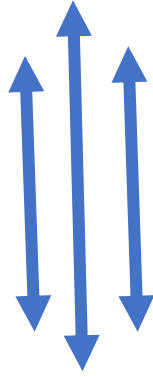


3	<p><b>Theoretical Probability Distribution</b></p> <p>Discrete probability distribution: Binomial and Poisson, continuous probability distribution: Normal distribution to solve the probability problems and their properties along with applications. Standard Normal Distribution. Areas Under Normal probability curve. Poisson approximation to Binomial. Normal vs Binomial Distribution. Application of MS Excel functions on theoretical distributions. Fitting of binomial and Poisson to a given frequency distribution</p>	6
4	<p><b>Sampling and Estimation</b></p> <p>Census vs. Sampling. Random vs non-random sampling. Selection of appropriate sampling techniques: simple random, stratified, systematic, cluster, multistage, judgment. Exercises on random table and computer generated random numbers to select the samples</p> <p>Estimation: Characteristics of good estimator, point and interval estimates, confidence interval estimate of the population mean and proportion, determining the sample size for estimating a population mean and population proportion. Difference among sample standard deviation, population standard deviation, standard error. Exercises on MS Excel functions to find mean and standard deviation of series, confidence interval, random number generation.</p>	6
5	<p><b>Hypothesis testing</b> <span style="float: right;"><b>LH</b></span></p> <p><b>Parametric test</b></p> <p>Null and alternative hypothesis, steps in hypothesis testing, level of significance, critical value, p-value, one and two-tailed test, Type I and Type II error. Large sample-size test: single mean test, test of difference between two means, sample proportion test, test of difference between two proportions. Small sample-size test: t-test for both dependent and independent sample. F-ratio between two population variances, One and two-way ANOVA. Application of SPSS and MS Excel in t-test and ANOVA. Interpretation of SPSS and MS Excel outputs.</p> <p><b>Non-parametric test</b></p> <p>Nominal, ordinal, interval and ratio scale of measurement. Parametric vs. Non-parametric test. Chi-square test of independence (SPSS procedure). Chi-square test to fit to binomial distribution. SPSS use in hypothesis testing for Run and Sign test.</p>	18
6	<p><b>Correlation and Regression Analysis</b> <span style="float: right;"><b>LH</b></span></p> <p>Simple correlation analysis (Karl Pearson's correlation coefficient). SPSS to find correlation coefficients. Correlation vs. regression analysis. Partial and multiple correlation, coefficient of determination, standard error of estimate. Interpretation of SPSS regression output. (students are required to learn on how to apply SPSS and MS Excel commands in solving regression problems specially for more than 3-variable case)</p>	9
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Levin, David S. Rubin. Statistics for Management, Pearson Education, 7th Edition, 2011</li> <li>2. Siegel, S., Nonparametric Statistics: For the Behavioral Sciences. New York: McGraw-Hill, 1956. Richard I.</li> <li>3. Levin,.Rubin, Stinson and Gardner. Quantitative Approaches to Management</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> <b>Managerial Economics</b>		
<b>Course Code Number:</b> <b>MGT 516</b>		
<b>Credit Hours:</b> <b>03</b>		
<b>Level:</b> <b>Master</b>		
<b>Year: 1</b> <b>Semester 1</b>		
<b>Course Objectives</b>	This course aims to develop analytical skills in students in understanding, analyzing and applying the principles of economics for decision making process of the firms and industries.	
<b>Course Description</b>	This course includes discussions on how consumers make their choices and decisions and how producers under different markets determine the prices and outputs of their products. The course in totality provides a foundation for making economic analysis in business decisions.	
<b>Learning Outcomes</b>	The students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand and apply the basic theories of economics and apply them in business perspectives &amp; Examine the forces of market demand and supply,</li> <li>• Analyse the consumers and their behaviour and apply them in economic and business decisions,</li> <li>• Analyse and apply the theories of production and costs in economic and business decisions,</li> <li>• Apply the theory of firm for examining the markets and determining prices in real life situations,</li> <li>• Calculate the investment potentials using various tools and techniques, examine investment prospects and make investment decisions,</li> <li>• Conduct economic analysis of business situations and prospects and apply the theories and principles of economics for efficient and effective business decisions.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to Managerial Economics</b> Economics system: problems of scarcity and choices; nature scope of managerial economics; Business decisions and economics analysis; economic theory and managerial economics; managerial economist's role and responsibility; risk and uncertainty; basic tools and techniques used in managerial economics. Case Study	<b>5</b>
<b>2</b>	<b>Theory of Demand, Supply and Elasticity</b> Demand: concept, determinants, shifts in the demand curve, demand forecasting, supply: concept, determinants, shifts in the supply curve and supply forecasting; individual and market demand-supply curves; equilibrium: interactions of demand/supply, application of demand and supply in price and quantity determination; price control, quantity control and their implications; consumer surplus, producer surplus, and deadweight loss elasticity: concept, calculation of elasticity of demand (price income and cross ) and elasticity of supply; their application. Numerical exercise, Case Study.	<b>8</b>
<b>3</b>	<b>Theory of Consumer Behavior</b> Utility analysis: assumptions, consumers' equilibrium under cardinal utility analysis, applications; indifference curve analysis: assumptions, properties, budget line; consumers' equilibrium; Price effect, income effects and	<b>8</b>

	substitution effect in different types of goods; applications: tax and subsidy, income/leisure choice of a worker. Numerical exercise and Case Study	
<b>4</b>	<b>Theory of Production, Cost and Revenue</b> Theory of production; law of variable proportion; equilibrium of a producer in the short run; expansion path; laws of returns: isoquants, equilibrium of a producer (output maximization and cost minimization); costs: different components of costs (fixed and variable costs); TC, MC, AC, AVC, AFC and their relationships; concepts of L-shaped long-run average cost (LAC) curve; economies of scale; economies and diseconomies of scale. Revenue curves: TR, MR and MR in Perfect competition market and Imperfect competition market. Numerical exercise and Case study.	<b>8</b>
<b>5</b>	<b>Theory of Firm</b> Perfect competition: meaning, equilibrium of the industry, short-run equilibrium of the firm supply curve long-run equilibrium of the firm, supply curve, monopoly: meaning, price and output determination under monopoly (short run and long run); price discrimination; the analytics of price discrimination, its examples (movie tickets transportation fares, discount coupons, financial aid, quantity discounts): duopoly and oligopoly: meaning and examples, equilibrium, cartel, price Leadership; monopolistic competition: meaning, price and output determination under such markets ( short run and long run); Game theory. Numerical exercise and Case study.	<b>8</b>
<b>6</b>	<b>Macroeconomic Problems and Policy</b> Macro-economic problems: Inflation: causes, Impact, control and measurement of inflation), Deflation (causes, remedies measures), Business cycle: phases, economic stabilization policy. Monetary Policy: Meaning, Instruments and Objectives, Determinants of Money Supply, Role of Central Bank in Economic Development and Financial Reforms, Fiscal Policy: Meaning, Instruments and Objectives, Budget: Meaning and Components, Process of Budget Formulation, Concept of Deficit Financing and Debt Management.	<b>11</b>
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Agrawal (2010), Macro Economics Theory and Policy, 1<sup>st</sup> Edition, Pearson Education.</li> <li>2. Dwibedi, D.N (2005), Macro Economics, Mc Graw Hill Education</li> <li>3. Dwivedi, D.N (2012) <i>Microeconomics: Theory and Application</i> New Delhi: Pearson Education.</li> <li>4. Dwivedi, D.N (2018); <i>Managerial Economics</i> 7<sup>th</sup> ed . New Delhi: Vikas Publishing House.</li> <li>5. Mankiw, N Gregory (2007) <i>Principles of Economics</i> 4th ed. Thomson Southwestern.</li> <li>6. Peterson, H Craig and W. Chris Lewis (1999). <i>Managerial Economics</i> 4<sup>th</sup> ed. Pearson/ Prentice –Hall international.</li> <li>7. Savatore, Dominick Managerial Economics in a Global Economy. Thomson Southwestern</li> <li>8. Salvatore, Dominick (2003) <i>Microeconomics in Theory and Application</i> 4th ed. New York: Oxford University Press.</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

**Master of Business Administration (MBA)**  
(2 -Year Program)



**MBA 2<sup>nd</sup> Semester**

**Syllabus**

Revised 2078 (2022)

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<b>Course Title:</b>		<b>Organizational Behavior (OB)</b>
<b>Course Code Number:</b>		<b>MGT 521</b>
<b>Credit Hours:</b>		<b>02</b>
<b>Level:</b>		<b>Master</b>
<b>Year: 1</b>		<b>Semester II</b>
<b>Course Objectives</b>	This course aims to familiarize students with the core concepts and practical implications of organizational behavior (OB) or relationship at individual, group and system levels, and expected outcomes of OB compliance in context of business management and other realities of day to day professional and institutional affairs.	
<b>Course Description</b>	The course is designed to make students learn how to assess organizational behavioral sets and act as thematic experts in the field of organizational behavior or industrial relationship to transform organizational structure and design, culture and professional behavior in different types of organizations.	
<b>Learning Outcomes</b>	<p>Students after completing this course the students will be able to:</p> <ul style="list-style-type: none"> <li>• display the conceptual mastery of the discipline of organizational behavior (OB) in changing contexts of business realities,</li> <li>• assess independently the information and ideas related to OB in different sectors of economy,</li> <li>• appraise the application of available information communication technology (ICT) to support organizational behavioral development functions while managing institutions and workforce thereon,</li> <li>• integrate diversity and other global perspectives in decisions pertaining to behavioral management and transformation of institutions,</li> <li>• demonstrate effective critical thinking and reasoning skills to resolve critical problems and develop decision-making abilities by means of application of various constructs of OB, and</li> <li>• provide leadership to address general compliance related issues pertaining to OB in changing contexts.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> Meaning, significance, and objectives of the study of OB in management; OB as an interdisciplinary study; emerging behavioral challenges and opportunities for managers; an orientation on basic OB model with selected variables at individual, group, and systems level with expected outcomes; research implications of OB constructs in organizations – development of working hypotheses in OB intensive research.	<b>4</b>
<b>2</b>	<b>Individual Level OB Constructs and Discourses</b> Role of nature and nurture in shaping one's behavior; significance of personal biographical and demographic features impacting behavior; meaning, significance, process and general attributes of personality, perception, learning, attitude, skill competence, individual decision-making and motivation, OB best practices and case studies of individual level constructs in management.	<b>8</b>
<b>3</b>	<b>Group and Organizational Process Level Concepts and Discourses</b> Meaning, significance, process and dominant attributes of leadership development, communication, work team and groups, interpersonal conflict, group decision-making, and diversity in action; best practices and case studies with implications of group level constructs in managing work teams and organizations.	<b>8</b>
<b>4</b>	<b>Organizational System Level Concepts and Discourses</b> Meaning, significance, general process and attributes designing effective organizational thrusts, design and structure, institutional policies, rules and regulations, work stress, conflict negotiation, organization development and change (ODC), organizational culture, power and politics while transforming into a learning organization; best practices and case studies from and perspectives of managing behavioral sets in high performing organizations.	<b>8</b>
<b>5</b>	<b>Outcomes of OB Considerations</b>	<b>4</b>

	<p>Outcomes of effective OB discourses at individual, group and system level to transform staff productivity, organizational performance, human resource and stakeholder retention, staff satisfaction, customer delivered quality, reduction in operating defects, transformation of organizational and global citizenship behavior, behavioral change communication interventions (BCCI), prevalence of evidence-based decision making, personality development and leadership grooming, attainment of gender empowerment and social inclusion (GESI) requirements, and transformation into learning organization.</p>	
<p><b>References</b></p>		
<ol style="list-style-type: none"> <li>1. Hersey, P., Blanchard, K. H., &amp; Johnson, D. E. (2008). <i>Management of organizational behavior: Leading human resources</i>. New Delhi: Pearson Education.</li> <li>2. Luthans, F. (2008). <i>Organizational behavior</i>. (11<sup>th</sup> ed.). New York: McGraw-Hill Publishing.</li> <li>3. Robbins, S. P., &amp; Judge, T. A. (2019). <i>Organizational behavior</i>. (18<sup>th</sup> ed.). New Delhi: Pearson Education. Available at: eb0172403bd50503367c131698691ce5.jpg (624×800) (pinimg.com).</li> </ol>		
<p><b>Pedagogy</b></p> <ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b>		<b>Marketing Management</b>
<b>Course Code Number:</b>		<b>MGT 522</b>
<b>Credit Hours:</b>		<b>02</b>
<b>Level:</b>		<b>Master</b>
<b>Year: 1</b>		<b>Semester II</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• Provide students with an understanding of the development in marketing and management of marketing functions including the design of marketing strategies taking into account the perspectives and dynamism in marketing environment.</li> <li>• Enable students to analyse and manage marketing opportunities in a dynamic environment.</li> <li>• Enable students to measure and assess market demand, categorise, analyse, target and position in appropriate segments,</li> <li>• Provide in-depth insights into the recent trends and developments in the area of theoretical and practical developments in the area of marketing.</li> <li>• Inculcate skills for formulating a marketing plan and strategies.</li> <li>• Enable to use marketing information system for market assessment, positioning and development,</li> <li>• Develop students' understanding on the practice of marketing in global, Nepalese and Karnali region perspectives, and</li> <li>• Enhance problem solving and decision making abilities in marketing and related spheres,</li> </ul>	
<b>Course Description</b>	Marketing, a process to satisfy customers by delivering value, is a dynamic subject in the perspective of ever-changing market, marketing practices and the situations and the environment. Marketing practiced since early era with the advent of exchange has metamorphosed into a very powerful subject able to influence every aspect of human life so much so as requiring restraining use of it by products, service and purpose. This course provides an in-depth understanding of the marketing management tools and processes including identifying marketing opportunities, evaluating them and designing strategies to take advantage of the emerging opportunities.	
<b>Learning Outcomes</b>	<p>Students after completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• Internalise concepts, development and fundamental philosophies of marketing and apply them to gain comparative and competitive advantage in the market,</li> <li>• Analyse the micro and macro environment forces to identify emerging marketing opportunities and formulate appropriate marketing strategies to take advantages in the market;</li> <li>• Target, segment and position products and service in the appropriate markets, sustain and develop and contribute to the achievement of the organizational goals;</li> <li>• Design and apply marketing mix strategies viz. product, place, price and promotion strategies; and</li> <li>• Analyse and deduce lessons based on the marketing practices in global perspective, Nepal and Karnali region.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to Marketing and Marketing Management</b>	<b>5</b>
	Concepts: Meaning and development; Marketing Management: Concept, Tasks, and Process of Marketing Management; Approaches to marketing: Holistic and relationship, Customer Value: Concept and determinants; Quality, service and value delivery to satisfy Customers' needs; value creation; customer loyalty; Marketing Mix for Products and Services.	
<b>2</b>	<b>Marketing Information System and Market Demand Measurement</b>	<b>3</b>
	Marketing Information System: Concept and Importance; Components and structure of market information system; Market Demand; Estimating current and future demand.	

3	<b>Segmentation, Targeting and Positioning</b>	3
	Market Segmentation: Concept, importance and process of market segmentation; Segmentation strategies; Market Targeting: Evaluation and selection of market Segments; Positioning Strategy: Concept, Types and Process of Positioning.	
4	<b>Product and Branding Strategies</b>	4
	Product and service concept and strategies; New Product Development & Analysing New Product Adoption; Product-life-cycle and life-cycle Strategies; Packaging: Concept, role and strategies; Brand Loyalty: concept and determinants of brand loyalty; Brand Equity: concept, importance and factors determining brand equity, Building Competitive Brand, Brand Extension and Sustainability.	
5	<b>Pricing Strategies</b>	4
	Pricing concepts and methods; Strategic Role of Price; Pricing based on Consumers' Responses, Competitors' reactions and changes of cost of production; Pricing Policies and Strategies.	
6	<b>Distribution Strategies</b>	3
	Channel concepts, structure and Strategic role of the channel members; Distribution Strategy; Selecting and Managing the Distribution Channel; Marketing Logistics.	
7	<b>Promotion Strategies</b>	4
	Concept of promotion; Methods: Advertising, sales promotion, publicity and personal selling; Strategic Role of Promotion in Marketing; Promotion Mix Strategies; Marketing Communication Strategy.	
8	<b>Marketing Planning and Control</b>	3
	Concept and importance of marketing planning; Strategic Marketing Planning; The Marketing Planning Process; Marketing Control Systems; Evaluation and Feedback.	
9	<b>Overview of Marketing Practices</b>	3
	Overview of global marketing practices; Overview of Nepalese market and marketing practices; Overview of Karnali region market and marketing practices;	
<b>References</b>		
<b>Basic Text:</b>		
<ol style="list-style-type: none"> <li>1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha. <i>Marketing Management</i>, Delhi: Pearson Education.</li> <li>2. Koirala, K. D. <i>Marketing Management</i>, Kathmandu: M.K. Publishers and Distributors.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Aaker D., <i>Strategic Market Management</i>, Singapore: John, Wiley &amp; Sons.</li> <li>2. Cravens, D.W. and N.Piercy. <i>Strategic Marketing</i>. New York: McGraw-Hill.</li> <li>3. Stanton, E. and Walker, B.J., <i>Fundamentals of Marketing</i>, MC Graw Hill International Editions.</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Financial Management		
<b>Course Code Number:</b> MGT 523		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 1</b> Semester II		
<b>Course Objectives</b>	This course aims to make students capable for making financial decision by developing the knowledge of financial management.	
<b>Course Description</b>	This course provides the knowledge of capital budgeting, cost of capital, capital structure and working capital management to the students. It also familiarizes students with different finance functions to be executed by finance manager and give knowledge so as to assist in financial decision making.	
<b>Learning Outcomes</b>	After the completion of the course the students will be able to: <ul style="list-style-type: none"> <li>• Understand the basic knowledge of financial management and apply them in business perspectives,</li> <li>• Understand the concept of time value of money and apply this concept for financial decision making,</li> <li>• Evaluate the various projects and select the appropriate project for investment using the techniques of capital budgeting,</li> <li>• Calculate the overall cost of capital and use it in the corporate decision making, and construct the optimal capital structure of the firm which helps to increase the value of the firm,</li> <li>• Understand the concept of working capital management, and take appropriate decision related to cash management, inventory management and receivable management.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>5</b>
	Introduction to financial management; Profit Maximization vs Wealth maximization; Time value of money; Economic value added.	
<b>2</b>	<b>Capital Budgeting</b>	<b>15</b>
	Concept of Capital Budgeting; Payback & Discounted Payback Method; Accounting Rate of Return; Internal Rate of Return; Net Present Value; Capital Rationing	
<b>3</b>	<b>Cost of Capital</b>	<b>10</b>
	Cost of debt; Cost of Preference share; Cost of Equity share & Retained Earnings; Weighted Average Cost of Capital; Break point in MCC schedule	
<b>4</b>	<b>Capital Structure</b>	<b>8</b>
	Theories of capital Structure (NI, NOI, Traditional Approach, MM Approach, & their assumptions), Designing Capital Structure, Factors to be considered for designing capital structure	
<b>5</b>	<b>Working capital management</b>	<b>10</b>
	Concept of working capital, Factors affecting working capital, Estimation of Working Capital, Working capital cash flow cycle <b>Cash Management:</b> Techniques of Cash Management; Motives of holding cash, Cash management techniques, <b>Receivable Management:</b> Meaning and importance of receivable management, Credit policy, Cost associated with receivable, Evaluation of change in credit policy, <b>Inventory Management:</b> Inventory cost, Models of inventory management.	
<b>References</b>		
<ol style="list-style-type: none"> <li>1. <i>Bringham &amp; Houghton: Fundamental of Financial Management, Harcourt Publisher</i></li> <li>2. <i>Van Horne James C.: Financial Management and Policy, Prentice Hall</i></li> <li>3. Joshi, K. R., Gupta, M. K., Lamichhane, P., Shrestha, P. M., Ghimire, T. R. &amp; Gautam, M., <i>Managerial Finance</i>, Ayam Publication, Kathmandu, Nepal.</li> <li>4. Shrestha, P. M., <i>Financial Management</i>, Deepmala Publication, Kathmandu</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Cost and Management Accounting		
<b>Course Code Number:</b> MGT 524		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 1</b> Semester II		
<b>Course Objectives</b>	The primary objective of the module is 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 aims at developing sound base for higher study in accounting besides in practical knowledge required by the middle level managers to handle cost information independently.	
<b>Course Description</b>	This course comprises conceptual foundation of cost and management accounting, segregation of cost, accounting for material and labor, allocation apportionment and absorption of overhead cost, income statement under variable and absorption costing technique, standard costing system with material and labor cost variance, flexible budgeting under different levels of activities, overhead cost variance, preparation of functional and financial budget in a manufacturing/non-manufacturing concern, decision regarding alternative choices.	
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Acquire and practice practical concepts and skills of accounting and financial management.</li> <li>• Contextualize cost and financial system management for managerial decision.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Conceptual Foundation</b>	<b>4</b>
	<b>Cost &amp; management accounting:</b> Concept, objectives, importance, advantages and limitations of cost, financial and management accounting, differences between financial accounting and cost accounting, management accounting and cost accounting. <b>Cost concept and its classification.</b> <b>Concept and method of cost segregation:</b> i) Two-point method and ii) Least square method & iii) Estimation of cost.	
<b>2</b>	<b>Accounting for Materials</b>	<b>3</b>
	<b>Materials/Inventory:</b> Concept, reasons and objectives for holding material / inventory. <b>Inventory Control:</b> Meaning, importance and techniques, Economic order quantity with and without discount, a) Formula b) Tabular and c) Graphic Method, Re-order Level, maximum, minimum, danger and average stock levels under the condition of certainty.	
<b>3</b>	<b>Accounting for Labor Cost</b>	<b>3</b>
	<b>Labor cost:</b> Concept and need for control of labor cost. <b>Incentive wages Plan:</b> Halsey and Rowan premium Plan, Taylor's differential piece rate system, Gantt's Task and Bonus plan.	
<b>4</b>	<b>Accounting for Overhead Cost</b>	<b>4</b>
	<b>Overhead cost:</b> Meaning, classification, importance <b>Accounting and Distribution of overhead cost:</b> Allocation, apportionment and absorption of overhead cost. Concept of Volume Base and Activity Based Costing System.	
<b>5</b>	<b>Accounting for Profit Planning</b>	<b>8</b>
	<b>Absorption costing:</b> Concept, importance, income statement under absorption costing technique, limitations.	

	<p><b>Variable costing:</b> Concept, importance, income statement under variable costing technique, reconciliation statement between absorption and variable costing techniques showing the causes of differences and reconciliation statement.</p> <p><b>Cost Volume profit analysis:</b> Meaning, importance, Contribution margin analysis, Break-even analysis: under constant and the following underlying situations: changes on selling price, fixed cost, &amp; variable cost, and under step fixed cost, Break-even-analysis of multi-products firms, assumptions of CVP analysis and its limitations.</p>	
<b>6</b>	<p><b>Standard costing</b></p> <p><b>Standard costing:</b> Concept, preliminaries to establish standard costing system, difference between standard costing and budgetary control, advantages and limitations.</p> <p><b>Variance analysis:</b></p> <p><b>Material variance:</b> Concept and calculation of cost, price, usage, mix and yield variances. <b>Labor variance:</b> Concept and calculation of cost, efficiency, rate, mix, idle time and yield variances.</p>	<b>5</b>
<b>7</b>	<p><b>Flexible budgeting</b></p> <p><b>Flexible budgeting:</b> Limitations of static budget, concept, importance of flexible budget, flexible budgeting for overhead cost control, flexible budget in different level of activity.</p> <p><b>Overhead cost variance:</b> Concept and calculation of capacity, efficiency and spending variances.</p>	<b>3</b>
<b>8</b>	<p><b>Budgeting and Profit Planning</b></p> <p>Concept and objectives of budget.</p> <p>Preparation of budget for manufacturing and non-manufacturing concern: sales budget, production budget, purchase budget, direct labor and overhead cost budget.</p> <p>Cash collection and disbursement budget, budgeted income statement, budgeted balance sheet.</p>	<b>12</b>
<b>9</b>	<p><b>Accounting for Alternative Choices for Decision Making</b></p> <p>Concept of decision making, types of decision making, make of buy decision, Drop or continue decision, Accept or reject special offer, decision to sell or further processing.</p>	<b>6</b>
<b>References</b>		
<ol style="list-style-type: none"> <li>1. S.P. Jain and L.L.Narang, Cost and Management Accounting: Sultan Chand and Sons,23,Daryaganj New delhi.</li> <li>2. Ronald W. Hilton, and David E. Platt Managerial Accounting, McGraw Hill, Irwin.</li> <li>3. Charles T. Horngren, Srikant M. Datar and George foster, Cost Accounting, A managerial Emphasis, Pearson Education</li> <li>4. Colin Drury, Management and Cost Accounting, ELBS with Chapman and Hall Jerry J. Weygand, Jawahar Lal, Cost Accounting, Tata McGraw Hill Co., New Delhi</li> <li>5. T. Lucy, Cost Accounting, Tata McGraw Hill Co., New Delhi.</li> <li>6. S.P.Jain and L.L.Narang Cost and Management Accounting: Sultan Chand and Sons,23,Daryaganj,New Delhi.</li> <li>7. Koirala, Y.R. and et.al, Cost and Management Accounting, Ashmita Publication, Kathmandu.</li> <li>8. Yamesh man Singh and et.al, Cost and Management Accounting, Buddha Academic Publishers and Distributors Pvt.Ltd.</li> <li>9. R.M. Dangol and et.al, Cost and Management Accounting, Taleju Publishing House, Kathmand</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		



<b>Course Title:</b> Human Resource Management (HR)		
<b>Course Code Number:</b> MGT 525		
<b>Credit Hours:</b> 02		
<b>Level:</b> Master		
<b>Year: 1</b> Semester II		
<b>Course Objectives</b>	The main objective of this course is to help students in improving their knowledge, understandings and skills relating to the management of human resources in the organizational context. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. This will involve learning about the multiple and often competing perspectives that pertain to HRM in today's workplace.	
<b>Course Description</b>	The course contents are designed to provide a comprehensive coverage of the major human resource concepts, issues and functions. Topics include HR planning, job analysis, recruitment, selection, appraisal, compensation and benefit management, training and development, and labor management relations. Special attention is given to emerging issues like quality of work life, work-life balance, family-friendly policies, workplace spirituality, talent management, and career management. The legal framework of human resource management and workplace diversity issues is also covered.	
<b>Learning Outcomes</b>	<p><i>On successful completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> <li>• Explain the concept, dimensions and recent trends in human resource management;</li> <li>• Summarize the importance and steps of human resource planning;</li> <li>• Describe the concepts and techniques of job analysis and job design;</li> <li>• Use methods of collecting job analysis information, including interviews, questionnaires, and observation;</li> <li>• Write job descriptions and specifications, including summaries and job functions;</li> <li>• List the steps in the recruitment and selection process and describe the recruitment and selection processes and methods;</li> <li>• Explain the concept, purpose and techniques of employee training, management development, and career development;</li> <li>• Analyze the performance appraisal system and practices, and examine the techniques of measuring individual performance;</li> <li>• Explain the concept and techniques of labor relations, grievance handling, disciplinary actions, collective bargaining and dispute settlement; and</li> <li>• Analyze the contemporary and emerging issues in HRM.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to HRM</b> Human capital – concept and importance in an organization; HRM – the rise, concept and functions; Internal structure of HR department; Changing role and challenges of HRM managers; Essential skills for HR managers; Changing nature of skills; External and internal factors impacting HRM; Demographic and diversity challenges of the workforce, Generational values in the workplace; Aligning HRM and organizational strategy - strategic contribution of HRM to organizational performance and effectiveness.	<b>5</b>
<b>2</b>	<b>Human Resources Planning: Recruitment and Selection</b> Job design – concept and purpose; Relationship of job design to HRM functions; Job design and empowerment; Job analysis – concepts, methods and outcomes; Reengineering jobs for continuous improvement; Human resources planning – importance, purpose and major elements of HR planning; Attracting and selecting human talent; Recruitment sources; Recruiting from within and outside the organization; Electronic recruitment; Selection process; Matching people and jobs; Sources of information about job candidates; Employment tests; Employment interviews; New hire orientation, socialization and placement; Human resource information system; e-HRM.	<b>6</b>
<b>3</b>	<b>Training and Development</b>	<b>4</b>

	Assessing training needs – concept and methods; Types of employee training – mentoring, on-the-job and job rotation; Designing training programs; Evaluation of training programs; Benchmarking of training programs; Management development – concept and methods; Emerging concepts of HRD – leadership development and mentoring; Training and HRD practices in Nepalese organizations.	
4	<b>Performance Appraisal</b> Performance appraisal - concept and objectives; Performance appraisal methods; Performance appraisal and 360 feedbacks; Appraisal interviews; Factors affecting performance appraisal; Career development - phases and objectives of career development; Performance appraisal practices in Nepalese organizations; Improving employee performance; Counseling employees with problems; Contemporary issues in performance appraisal.	4
5	<b>Compensation Management</b> Job evaluation systems – concept and methods; Employee compensation – concept and purposes; Direct, indirect and non-financial compensation strategies; Compensation structure and components; Employee benefits – mandatory and voluntary benefits; Incentive compensation plans – profit sharing, gain sharing and stock options; Performance-based incentive system; Compensational equity; Governmental regulations of compensation in Nepal – minimum wages, welfare and incentive provisions, retirement benefits; Issues in compensation management in Nepal.	4
6	<b>Labor Relations</b> Concept of labor relations; Grievance handling methods and mechanisms; Methods of reducing complaints; Trade unions - structures, functions, and leadership; Trade union issues in Nepal; Industrial disputes – nature and types; Collective bargaining process and contract administration; Trends, regulations and issues in labor relations in Nepal.	4
7	<b>Emerging Concepts and Issues in HRM</b> Managing workplace diversity – age, gender, and cultural diversities; Talent management – acquiring, retaining, nurturing, developing and promoting talents; Talent mapping; Employee engagement - career management, turnover and employee retention issues; Pros and cons of alternative work arrangements – home office, virtual teams and telecommuting; Quality of work life; Work-life balance; Occupational safety and health issues; Family - friendly policies; Workplace spirituality; HRM issues and challenges in the Nepalese context.	5
<b>References</b>		
<b>Basic Texts</b>		
<ol style="list-style-type: none"> <li>1. DeCenzo, D. A. and Robbins, S. P. <i>Fundamentals of Human Resources Management</i>. Wiley India, New Delhi.</li> <li>2. Bohlander, G. and Snell, S, <i>Principles of Human Resource Management</i>. CENGAGE Learning, New Delhi.</li> <li>3. Gilmore, S. and Williams, S. <i>Human Resource Management</i>. Oxford University Press, New Delhi.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Dessler, G. and Verkkkey, B. <i>Human Resource Management</i>. Prentice Hall of India, New Delhi.</li> <li>2. Ivancevich, J. M. <i>Human Resource Management</i>. Tata McGraw Hill, New Delhi.</li> <li>3. Jyothi, P. and Venkatesh, D. N. <i>Human Resource Management</i>. Oxford University Press, New Delhi.</li> <li>4. Halder, U. K. and Sarkar, J. <i>Human Resource Management</i>. Oxford University Press, New Delhi.</li> </ol>		
<b>Pedagogy</b> -Assignments/Group projects/Online quizzes/Presentation/ Work-based projects/Examinations		

<b>Course Title:</b> Management Information System (MIS)		
<b>Course Code Number:</b> MGT 526		
<b>Credit Hours:</b> 02		
<b>Level:</b> Master		
<b>Year: 1</b> Semester II		
<b>Course Objectives</b>	The objective of this course is to provide a broad overview of the issues of management and technology and its business applications to general managers who face when managing information systems in corporate houses. The course aims to provide opportunities to explore the nature of technology in management, the development of management information systems, and the changing nature of managerial functions through real world cases and application exercises.	
<b>Course Description</b>	The course is designed for management students who are or who will soon become business professionals in today's fast changing business world. The course prepares them with a framework of foundation concepts, information technologies, development processes, business applications and management challenges. The course takes a management rather than a technical approach to the material presented specifically focused to students of general management interested in information technology and to students of information technology interested in management. Application exercise included in each chapter will make students familiar with the IT management activities practiced by enterprises in different forms. The course also includes the practicum which make them familiar with some of the software tools and software used in analysis and database development.	
<b>Learning Outcomes</b>	<p><i>Students after completing this course will be able to:</i></p> <ul style="list-style-type: none"> <li>▪ Understand the business information systems concepts and components;</li> <li>▪ Manage information technologies to enhance business processes, decision making, and differentiate through competitive advantage;</li> <li>▪ Understand the concepts, developments and managerial issues involved in computer hardware, software, telecommunications networks and data resource management technologies;</li> <li>▪ Understand the internet and information technologies to support business processes, e-commerce and decision making;</li> <li>▪ Decide, develop and implement business IT strategies and systems using several strategic planning and development approaches;</li> <li>▪ Manage the challenges of business and IT technologies and strategies, including security and ethical challenges and global IT management.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Foundation Concepts</b>	<b>6</b>
	Information systems introduction, roles, trends, types and its challenges. System concepts, characteristics, components, resources and system activities. Strategic IT, competitive strategy concepts, its uses for value addition. Re-engineering business processes, agile company, virtual company and knowledge management systems. <i>Chapter Case and Application Exercise</i>	
<b>2</b>	<b>Information Technologies</b>	<b>6</b>
	Brief history of computers, the next wave of computing, Computer Systems and peripherals: Input, Output, and Storage Technologies, Application Software: End User Applications, System Software: Computer System Management, Technical foundations of Database Management and Managing Data Resources, The Networked Enterprise, Telecommunications Network Alternatives. <i>Chapter Case and Application Exercise</i>	
<b>3</b>	<b>Business Applications</b>	<b>11</b>
	Enterprise Business Systems, Cross-Functional Enterprise Applications, IT in Business, Marketing Systems, Manufacturing Systems, Human Resource Systems, Accounting Systems and Financial Management Systems, Managing at the Enterprise Level Customer Relationship Management, CRM Benefits and Challenges, Enterprise Resource Planning, ERP Benefits and Challenges, Supply Chain Management, SCM Benefits and Challenges, E-Commerce Systems, Categories and E-Payment Systems, E-Commerce Applications and Issues in Business, Decision Support and its uses in Business, Overview of Artificial Technologies in Business. <i>Chapter Case and Application Exercise</i>	

<b>4</b>	<b>Development Process</b> Developing Business/IT Strategies, Planning Fundamentals, Organizational Planning for Competitive Advantage, Planning for Business Models and Business Application. IT Implementation Challenges, End User Resistance and Involvement, Change Management Process, Developing Business/IT Solutions, Information Systems Design and Development Processes, Implementing Business Systems and Activities. <i>Chapter Case and Application Exercise</i>	<b>6</b>
<b>5</b>	<b>Management Challenges</b> Security; Ethical, and Societal Challenges of IT, Computer Crime, The current state of Cyber Law, Cyber Security, System Control and Audits, Management of Information Technology, The International Dimension, Internet as a Global Platform, Internet Access Issues <i>Chapter Case and Application Exercise</i>	<b>3</b>
<b>References</b>		
<ol style="list-style-type: none"> <li>1. James A. O'Brien., George M. Marakas, and Ramesh Behl, <i>Management Information Systems</i>, 10<sup>th</sup> Edition, New Delhi: Tata McGraw-Hill.</li> <li>2. Ralph Stair and George Reynolds, <i>Principles of Information Systems</i>, 10<sup>th</sup> Edition, New Delhi: Pearson Education.</li> <li>3. Kenneth C. Laudon and Jane P. Laudon, <i>Management Information Systems: Managing the Digital Form</i>, 14<sup>th</sup> Edition, England: Pearson Education</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b>	<b>MIS Practicum</b>	
<b>Course Code Number:</b>	<b>MGT 527</b>	
<b>Credit Hours:</b>	<b>01</b>	
<b>Level:</b>	<b>Master</b>	
<b>Year: 1</b>	<b>Semester: II</b>	
<b>Course Objectives</b>	The objective of the course is to enable students understand design, develop, implement, and use the Management Information System reports in business organizational settings.	
<b>Course Description</b>	This course helps business managers to guide MIS system programmers in designing and developing suitable Management Information System required in business organizational settings. Also, the course helps business managers to understand the developed MIS reports, use them in the business practices, and deal with the security vulnerabilities.	
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand the MIS system design concept, development process. and its phases of development.</li> <li>• Comprehend the strength and limitations of MIS reports development process and its applications in business organizations.</li> <li>• realize the significance of MIS reports in business perspectives and security system of IT systems in business.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Understanding the MIS Reports</b> <b>Activity 1:</b> Visit an organizations website such as <a href="https://nta.gov.np/en/mis-reports/">https://nta.gov.np/en/mis-reports/</a> examine any two reports of two different periods. What information systems knowledge do these reports have? Write a one- to two-page report summarizing your findings. <b>Activity 2:</b> Visit or contact an organization which is implementing MIS in its business. Write a short report summarizing that how MIS transformed their business.	<b>2</b>
<b>2</b>	<b>Design and Development of MIS</b>	<b>2</b>

	<b>Activity 3:</b> Comprehend the report downloaded and written summary report in Activity 1, design and develop your own MIS report format and explain new features that you have proposed.	
<b>3</b>	<b>Implementation and Use of MIS system</b> <b>Activity 4:</b> Study a video case of order processing system of an e-commerce business enterprise such as amazon, wall mart, Alibaba, Daraz and make a presentation in your class how implementation of MIS brought efficiency and effectiveness in their business. <b>Activity 5:</b> Consider that you have been appointed as a chief Information officer in a business organization. Write a brief report on your own reflection how you are going to implement and use MIS in your organizational settings.	<b>2</b>
<b>4</b>	<b>Securing MIS System in Business</b> <b>Activity 6:</b> With a group of four to five students, take a survey of a firm's IT infrastructure and identify possible number of security vulnerabilities based on its IT network. <b>Activity 7:</b> With the group in activity 6, use the web to research and evaluate security products from two competing vendors, such as for anti-malware software, firewalls, or antispyware software. For each product, describe its capabilities, for what types of businesses it is best suited, and its cost to purchase and install. Which is the best product? Why? Develop a presentation of your findings for the class.	<b>4</b>
<b>5</b>	<b>Managing Quality and Control</b> Concept of quality; Goals and principles of quality management; Techniques of managing and improving quality; Value creation for customers; Quality control tools; Innovation management – concept and importance; Fundamental concepts of organizational knowledge and organizational learning; Concept of control; Nature and characteristics of control; Control process; Information and technology for quality, control and innovation.	<b>2</b>
<b>6</b>	<b>Leadership, Communication and Empowerment</b> Concepts; Contemporary approaches to leadership; Leadership for team work and problem-solving; Contemporary approaches to leadership; Value-based leadership; Understanding communication structure, barriers and issues; Concept of employee empowerment; Issues in employee empowerment.	<b>2</b>
<b>7</b>	<b>Managing Corporate Responsibility, Ethics and Diversity</b> Concept of business ethics; Core elements of ethical character; Making ethics work in organizations; Concept of corporate social responsibility (CSR); Basic elements of social responsibility; Concept of corporate citizenship; Concept of diversity management; Success and failure factors of diversity management; Benefits and challenges of workplace diversity.	<b>2</b>
<b>References</b>		
<p><b>Basic Texts</b></p> <p>1. James A. O'Brien., George M. Marakas, and Ramesh Behl, <i>Management Information Systems</i>, 10<sup>th</sup> Edition, New Delhi: Tata McGraw-Hill.</p> <p><b>References</b></p> <p>1. Ralph Stair and George Reynolds, <i>Principles of Information Systems</i>, 10<sup>th</sup> Edition, New Delhi: Pearson Education.</p> <p>2. Kenneth C. Laudon and Jane P. Laudon, <i>Management Information Systems: Managing the Digital Form</i>, 14<sup>th</sup> Edition, England: Pearson Education.</p>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

# **MBA 3<sup>rd</sup> Semester**



<b>Course Title:</b> <b>Business Research Methodology</b> <b>Course Code Number:</b> <b>MGT 531</b> <b>Credit Hours:</b> <b>02</b> <b>Level:</b> <b>Master</b> <b>Year: 2</b> <b>Semester III</b>		
<b>Course Objectives</b>	The course aims to give students a broad understanding of research methodology, including theory of science and qualitative and quantitative methods. It aims to help the students understand the research process in the broad field of management. The course also provides opportunities for students to plan, carry out and communicate research activities for their GRP. The course aims to give students skills for critical reading of research literature and for developing a research proposal for the GRP.	
<b>Course Description</b>	The course equips students with the skills to review and conduct methodologically sound research as a part of their professional work. Students develop the skills to recognize and reflect on the strengths and limitations of different research methodologies, understand the links between theory and practice, critically assess research, and address ethical and practical issues. The subject introduces students to contemporary perspectives in management research, and in particular focuses on developing a range of skills involved in formulating a research proposal; including framing research questions, reviewing the literature and choosing appropriate methodologies for different types of study. The ways in which researchers from different research traditions use the different methods of collecting research data (for example, interview, questionnaire and observation) will be included.	
<b>Learning Outcomes</b>	<p><i>Upon successful completion of the course students are expected to:</i></p> <ul style="list-style-type: none"> <li>▪ Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.</li> <li>▪ Obtain skills to identify a business problem/ need, translate it into a research question, and design an appropriate way to answer it and perform literature reviews using print and online databases.</li> <li>▪ Develop skills to identify and understand the main qualitative and quantitative strategies of business research, their advantages and disadvantages and appropriate application areas.</li> <li>▪ Have adequate knowledge on measurement &amp; scaling techniques as well as the quantitative data analysis</li> <li>▪ Have basic awareness of data analysis-and hypothesis testing procedures</li> <li>▪ Identify, explain, compare, and prepare the key elements of a research proposal/GRP report</li> <li>▪ Obtain skills to analyze data and draw reasonable interpretations as well as communicate research findings in a clear and well organized way.</li> <li>▪ Employ American Psychological Association (APA) formats for citations of print and electronic materials.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> Introduction to research; Theory of science; Objectives & motivations for research; Types of research, Scientific research process overview; Steps in the research process; Introduction to qualitative and quantitative research; Conceptualization and approaches to research; Reasoning – deduction, induction and triangulation; Management research – concept, types and Significance in decision making and problem solving.	<b>4</b>
<b>2</b>	<b>Problem Identification &amp; Hypothesis Formulation</b> Problem identification and formulation; Setting objectives and research questions – nature and types of research questions; Hypothesis - functions and types; Characteristics of good hypothesis statement; Null hypothesis & alternative hypothesis. Hypothesis Testing – steps & procedures.	<b>4</b>
<b>3</b>	<b>Creating Literature Review and Developing Theoretical Framework</b>	<b>3</b>



	Literature review - purpose and steps; Procedure of reviewing the literature; Sources of literature; Literature search through the Internet and library; Narrative, systematic review and meta-analysis; Format and guidelines for presenting the literature review; Theoretical framework – concept and format; Research and theory building.	
4	<b>Research and Sampling Designs</b> Introduction to research design, Types of research design - concept and techniques of exploratory, descriptive, causal and experimental research; Nature of good design; Errors in research design. Sampling technique; Sampling, population, sampling frame, sample, bias, and statistical terms in sampling - statistic, parameter, sampling distribution; Sampling & non-sampling errors; Probability & non-probability sampling – concept and types; Sample size determination.	5
5	<b>Measurement and Scaling</b> Variables – concept and types; Primary scales of measurement; Scaling techniques; Scale construction for attitude measurement; Validity and reliability – concept and types.	4
6	<b>Data Collection: Selecting and Constructing the Instrument</b> Sources of data; Methods of secondary and primary data; Developing instruments used for data collection: Questionnaire design and administration; research Interviews; Computer assisted interviewing; Observation; Focus-group discussion – concept and use; Techniques of data collection in qualitative research; Skill required for data collection in qualitative research.	4
7	<b>Data Preparation, Analysis and Interpretation</b> Editing raw data; Coding and tabulation of data; Organizing data for computer entry; Statistical analysis of data – descriptive and inferential statistics; Univariate, bi-variate and multivariate analysis of data, Testing of hypothesis: Process of testing hypothesis - one tail and two tail tests, z-test, t-test, F-test and chi-square test with interpretation.	4
8	<b>Research Proposals and Report Writing</b> Selection of research topics; Research proposals – functions, types and contents; Features of research proposal; Research report – concept, process, types and procedure for writing research reports; Components of the project report; Body of the project report; Documenting sources - APA style of citation and referencing; Essentials of good research report.	4
<b>Basic Texts and References</b>		
<ol style="list-style-type: none"> <li>1. Donald, R. C. and Schindler, P.S. <i>Business Research Methods</i>. New Delhi: Tata McGraw-Hill.</li> <li>2. Sekaran, U. and Bougie, R.J. <i>Research Methods for Business</i>. New Delhi: Willey Publications.</li> <li>3. Saunders, M.N.K. <i>Research Methods for Business students</i>. New Delhi: Pearson Education.</li> <li>4. Pant, P. R. <i>Social Science Research and Thesis Writing</i>. Kathmandu: Buddha Publications.</li> <li>5. Alan, B. and Bell. E. <i>Business Research Methods</i>. New Delhi: Oxford University Press.</li> <li>6. Krishnaswamy, K. N., Shivakumar, A. I. and Mathirajan, M. <i>Management Research Methodology</i>. New Delhi: Person Education.</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations/Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Operations and Supply Chain Management		
<b>Course Code Number:</b> MGT 532		
<b>Credit Hours:</b> 02		
<b>Level:</b> Master		
<b>Year: 2</b> Semester III		
<b>Course Objectives</b>	This course aims at introducing students to concepts and practices of operations 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.	
<b>Course Description</b>	This course is designed to familiarize students with Concept, Importance; Five operation performance objective; Role of operations in an organization; Historical Evolution and perspectives, A Process View and A Supply Chain View of operations Management; Operations Strategy; Competitive priorities and capabilities; Customer Value: Cost, Benefits, Innovativeness, Functionality, Quality, Customization, Responsiveness. Strategy and competitiveness. It also leads them to learn process planning, capacity planning, supply chain design, risk, monitoring and controlling aspects of operations management.	
<b>Learning Outcomes</b>	After the completion of the course the students will be able to: <ul style="list-style-type: none"> <li>• Understand the concepts and practices regarding operations management,</li> <li>• Make sure how to plan, overcome risk, and manage process,</li> <li>• Evaluate the how operations and supply chain management works in an organization.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> Operations Management: Concept, Importance; Five operation performance objective; Role of operations in an organization; Historical Evolution and perspectives, A Process View and A Supply Chain View of operations Management; Operations Strategy; Competitive priorities and capabilities; Customer Value: Cost, Benefits, Innovativeness, Functionality, Quality, Customization, Responsiveness. Strategy and competitiveness. Trends and challenges in Operations and supply chain management. Introduction to job, batch and mass production and its implications on layout and production planning and management.	<b>6</b>
<b>2</b>	<b>Process Planning, Capacity Planning and Scheduling</b> <i>Process Planning</i> – Forms of Transformation Systems, Selection of a Transformation System: Considerations of Volume and Variety, Product and Process Life Cycle, Service Processes  <i>Capacity planning and Scheduling</i> – Long Term Capacity Planning: Capacity Planning Strategies; Capacity utilization through schedule management: Scheduling services, Short-Term Capacity Planning: Process-Flow Analysis, Short-term Capacity Alternatives, Capacity planning for service	<b>5</b>
<b>3</b>	<b>Supply Chain Design</b> Supply Chain Management: concept; Creating effective supply chain, Supply chain for manufacturing and service, Measuring Supply chain performance, Strategic option for supply chain design, Supply chain design for mass customization, sourcing strategy and Outsourcing, supply chain sustainability, Supply chain ethics, Managing Sustainable supply chains.	<b>6</b>
<b>4</b>	<b>Supply Chain Integration</b> Supply Chain Disruptions, New Services and Product Development Process, Supply Relationship Process, Order Fulfillment process, Customer Relationship Management, Supply Chain Risk Management,	<b>5</b>
	<b>Monitoring and Controlling the Process</b>	

5	Monitoring and Control: Concept; Process Monitoring: Stages of operational effectiveness, Balanced Scorecard, the strategy map, ISO 9000 and 14000, Failure Mode and Effect Analysis (FMEA); Process Control: Statistical Process control, controlling service quality; Process Improvement: Six Sigma - Approaches, Business Process Design (Reengineering), Six Sigma and DMAIC Improvement Process, Six Sigma in Practice.	6
6	<p><b>Production/operations in Practice</b></p> <p>Surveying and researching actual practices in Nepal including at Karnali Region in respect to Production and Operations, services operations, supply chain management and overall controlling (quality, costs, quantity) and management practices, Preparation of reports or discussions or presentations and discussions.</p>	4
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Meredith, J.R., and Shafer, S.M., (2016). Operations and Supply Chain Management for MBAs. 6<sup>th</sup> ed, Wiley</li> <li>2. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P., (2016). Operations Management: Processes and Supply Chains, 11<sup>th</sup> ed.,</li> <li>3. Slack, N., Brandon-Jones, A., and Johnston, R., (2013). Operations Management.</li> </ol>		
<p><b>Pedagogy</b></p> <ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title: Capital Structure Management (Specialization I: Finance)</b> <b>Course Code Number: FIN537</b> <b>Credit Hours: 03</b> <b>Level: Master</b> <b>Year: 2 Semester III</b>		
<b>Course Objectives</b>	This course aims to provide students detail insight about the theory and practices of capital structure management and sources of financing for business. This course also aims to provide students a clear understanding of various tools required for capital structure decisions.	
<b>Course Description</b>	This course provides the knowledge about various theories of capital structure and sources of financing such as short-term financing, lease financing and long term financing. Furthermore, it also makes familiar to the students about the leverage and EBIT-EPS analysis.	
<b>Learning Outcomes</b>	<i>Students after completing this course will be able to:</i> <ul style="list-style-type: none"> <li>▪ Understand theories of capital structure;</li> <li>▪ Explore the ways of short-term and long-term financing;</li> <li>▪ Acquire skills related to leverage and EBIT_EPS analysis;</li> <li>▪ Learn how to make decision associated with capital structure.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> Meaning and concept of capital structure; Factors affecting capital structure; Theory of capital structure: Net operating income approach, Traditional approach, Modigliani-Miller position; taxes and capital structure; effect of bankruptcy costs; other imperfections; agency costs; financial signaling; a pecking order of financing.	<b>10</b>
<b>2</b>	<b>Short-term Financing</b> Meaning and concept of short-term financing; Sources of short-term financing: Spontaneous financing: trade credit financing, accruals accounts, commercial paper, Unsecured short-term loans: Line of credit, revolving credit agreement, Transaction loan; Secured Loan: Inventory financing, Accounts receivable financing.	<b>10</b>
<b>3</b>	<b>Lease Financing</b> Meaning and concept of lease financing; Forms of lease financing; Accounting and tax treatments of leases; Evaluating lease financing in relation to debt financing	<b>10</b>
<b>4</b>	<b>Long-term Financing</b> Meaning and concept of Long-term financing; Bond and their features; Types of long-term debt instruments; Retirement of bonds; Preferred stocks and their features; Retirement of preferred stock; Common stock and its features; Rights of common stockholders	<b>10</b>
<b>5</b>	<b>Leverage and EBIT-EPS Analysis</b> Meaning and concept of leverage; Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS analysis; Indifference point.	<b>8</b>
<b>Text Books</b>		

1. Van Horne, J. C. & Wachowicz, J. M. (2009). Fundamentals of financial management (13th ed). Pearson Education Limited.
2. Brigham, E. F. & Ehrhardt, M. C. (2010). Financial management: Theory and practice, (13th ed). New Delhi: Cengage Learning India.

**References**

1. Van Horne, J. C. (2009). Financial management and policy (12th ed). Pearson Education Limited
2. Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). Corporate finance (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

**Pedagogy**

- Assignments/Group projects
- Online quizzes/Presentations
- Work-based projects/Examinations

<b>Course Title: Integrated Marketing Communications</b> <b>(Specialization I: Marketing)</b>		
<b>Course Code Number: MKT537</b>		
<b>Credit Hours: 03</b>		
<b>Level: Master</b>		
<b>Year: 2 Semester III</b>		
<b>Course Objectives</b>	Course introduces the students with essential various concepts, approaches and techniques of Integrated Marketing Communication programs in business organizations. It familiarizes them with various communication tools and proper management such tools for achieving the goals of marketing communication.	
<b>Course Description</b>	This course is basically related to marketing communication functions of a business organization that discovers and shares knowledge about holistic marketing promotions with all available methods and techniques of communication, both traditional and emerging practices, in pursuit of broad marketing goals of an organization.	
<b>Learning Outcomes</b>	<i>Students after completing this course will be able to:</i> <ul style="list-style-type: none"> <li>• understand and explain the Integrated Marketing Communications (IMC) concept and its role in the marketing process</li> <li>• develop an understanding of the communication tools and apply them in their professional context</li> <li>• discuss and apply the concepts of marketing segmentation and positioning in developing an IMC plan</li> <li>• understand the roles of digital and alternative marketing and thereby adopt proper design and execution strategies for integrated marketing communication</li> <li>• get familiarity with existing legal and ethical issues relating marketing communication and adopt correct practices for responsible marketing communication campaign for sustainable benefits</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>9</b>
	Nature of communication, introduction to integrated marketing communication, key IMC features, emerging trends in marketing communication, role of IMC, components of IMC, Barriers to implementation, Steps in IMC planning process, IMC planning considerations: communication research, market segmentation, product positioning, marketing communication objectives, budgeting and types of budgets, Persuasion: meaning, ethics in persuasion and tools of influence, influence process, integrated model of persuasion, IMC for brand equity	
<b>2</b>	<b>Advertising Management</b>	<b>10</b>
	Advertising theory, impact of advertising on economy, functions of advertising, advertising agencies and their roles, roles of advertising personnel, Advertising design – message strategies, types of advertising appeals, executional frameworks, sources and spokespersons, advertising media: media strategy and planning, common advertising terminology, advertising objectives, media selection.	
<b>3</b>	<b>Digital and Alternative Marketing</b>	<b>10</b>
	Introduction, digital marketing strategies, web advertising, search engine optimization, Social network, social media marketing strategies, social media marketing in international context, Alternative marketing programs, alternative marketing venues, in store marketing, brand communities, Digital and alternative marketing in Nepalese context	
<b>4</b>	<b>Customer Acquisition and Retention Tools</b>	<b>12</b>
	Database marketing, database driven marketing communication, database driven marketing programs, direct response marketing, personal selling	

	Sales promotions: consumer promotions techniques, trade promotions and major concerns, Public relations: nature, functions and tools, sponsorship- forms and objectives, event marketing, common sales promotion and public relations programs in Nepalese context	
<b>5</b>	<b>Ethics in IMC and IMC Evaluation</b> Ethical issues in IMC, Regulatory provisions relating marketing communications in Nepal, deception, puffery and substantiation, responding to ethical challenges, environmental marketing communications IMC evaluation metrics, matching objectives and methods, message evaluation, evaluation criteria, behavioral evaluations	<b>7</b>
<b>Text Books</b>		
<ol style="list-style-type: none"> <li>1. Clow, K.E. &amp; Baack, D. (2018). Integrated Advertising, Promotion and Marketing Communication (9<sup>th</sup> ed.). Pearson Education Ltd. UK.</li> <li>2. Andrews, J. C. &amp; Shimp, T. A. (2018). Integrated Marketing Communications (10<sup>th</sup> ed.). Cengage Learning. USA.</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Human Resource Development (Specialization I: HRM)		
<b>Course Code Number:</b> HRM537		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 2</b> Semester III		
<b>Course Objectives</b>	This course aims to provide students with a clear understanding of the concept, process and practices of human resource development to promote work efficiency.	
<b>Course Description</b>	This course contains the introduction to HRD concepts, applications, career development, learning, and HRD culture and audit. At the end of each chapter, the instructor will administer two cases.	
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand the HRD concepts and progression</li> <li>• Describe the HRD applications</li> <li>• Organize the HR functions</li> <li>• Apply the HRD practices in learning and career development</li> <li>• Understand HR culture</li> <li>• Conduct the HRD audit</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>8</b>
	Concept and importance of HRD; Relationship between HRD and human resource management; Strategic importance of HRD; Learning and HRD; HRD functions; Origins and progression of HRD; Elements of good HRD practices; Responsibilities of HRD professionals and line managers in HRD.	
<b>2</b>	<b>HRD Applications</b>	<b>12</b>
	Concept of HRD as a profession; HRD strategies, styles and culture, HRD structure, HRD systems, HRD competencies; Employee socialization and orientation; staff and technical training; Coaching, performance management and mentoring; Employee counselling and assistance, HRD in organization development intervention; Roles and competencies of HRD professional; Challenges to organizations and professionals in HRD applications; HRD process framework.	
<b>3</b>	<b>Career Development</b>	<b>11</b>
	Career concept; Model of career development; The process of career development; Management development; Career support in organization development and change; Roles in career management; Issues in career development; Delivering effective career development systems; Career development practices and activities in Nepalese organizations.	
<b>4</b>	<b>Learning</b>	<b>10</b>
	Concept of learning; Organizational learning and learning organization; Learning theories and cycles; Assessing learning needs; Maximizing learning in organizations; creating learning culture Individual differences and learning; Learning strategies and methods; Designing and implementation of workplace learning intervention; Action learning and its implication in HRD; Factors affecting learning; Learning needs assessment in Nepalese organizations.	
<b>5</b>	<b>HRD Culture and Audit</b>	<b>7</b>
	Concept of HRD culture and audit; OCTAPACE culture; Top management role in building HRD cultures; Auditing and reporting HRD culture; Method of HRD audit; Writing HRD report (practicum).	
<b>Basic and Reference Books</b>		
<ol style="list-style-type: none"> <li>1. Jon M. Werner, <i>Human Resource Development</i>, Singapore: CENGAGE.</li> <li>2. Jon M. Werner and Randy L. DeSimone, <i>Human Resource Development</i>, Singapore: South-Western.</li> </ol>		



<p>3. T.V. Rao, HRD Audit- Evaluating Human Resource Function for Business Development, New Delhi: Sage Publications.</p> <p>4. Juani Swart, Clave Mann, Steve Brown and Alan Price, <i>Human Resource Development: Strategy and Tactic</i>, London: Routledge.</p> <p>5. Neal E. Chalofsky, Tonette S. Rocco, Michael Lane Morris, <i>Handbook of Human Resource Development</i>, John Wiley &amp; Sons.</p>
<p><b>Pedagogy</b></p> <ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>

### Elective I

<b>Course Title:</b>		<b>Tourism and Hospitality Management (Elective I)</b>
<b>Course Code Number:</b>		<b>MGT538B</b>
<b>Credit Hours:</b>		<b>02</b>
<b>Level:</b>		<b>Master</b>
<b>Year: 2</b>		<b>Semester IV</b>
<b>Course Objectives</b>	The course aims to introduce students to the tourism and hospitality industry and have a general view of management both in tourism and hospitality.	
<b>Course Description</b>	The course is designed to understand and devise strategies for destination development creating a suitable environment and quality delivery. This course will lead students to have a better understanding that destination management relies on effective partnership between different stakeholders: the many organizations, public and private, that together deliver the quality experience to visitors.	
<b>Learning Outcomes</b>	<p>Students after completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• Understand concepts of and prospectus of tourism and hospitality in Nepal</li> <li>• Enhance how various stakeholders and partners determine tourism and hospitality industry</li> <li>• Explain key players in tourism and hospitality sector</li> <li>• Understand resources of Kanali tourism and hospitality</li> <li>• Prepare the project work on tourism and hospitality industry</li> <li>• Analyse the emerging concepts and practices in tourism and hospitality sector.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>An Introduction to Destination Management</b>	<b>7</b>
	Meaning of tourism and hospitality industry, defining a Tourism Destination: An Introduction; The Basic Elements of the Tourist Destination; The Destination Management Organization; What is Destination Management? How Destination Management Work? Understanding Public-Private Partnerships; Why Manage the Destination? Comparison between Tourism Destination Management and other Industries; Unique Feature of the Tourism Industry; Sustainable Tourism Development; Responsible Tourism Practices; Tools for Managing Resources.	
<b>2</b>	<b>Role and Functions of Nepal Tourism Board</b>	<b>3</b>
	Formation of Nepal Tourism Board; Role and Functions of NTB; Destination Management of NTB; NTB role in tourism marketing and promotion	
<b>3</b>	<b>Introducing Hospitality</b>	<b>8</b>
	Hospitality through the Ages; Ancient Times; Medieval Times; Coffee Houses; The New World; Hospitality in the Nineteenth Century and the Twentieth Century; Understanding the Interrelated Nature of Hospitality and Tourism; Characteristics of the Hospitality Industry; Hospitality Industry Philosophy; Sustainable Hospitality; Service and Total Quality Management	
<b>4</b>	<b>Hospitality in Nepal</b>	<b>3</b>

	Boris Lissanevitch and his contribution in Nepalese Hospitality; Past and Current Hospitality Scenario in Nepal; Homestay in Nepal; Sustainability in Nepalese Hospitality	
<b>5</b>	<b>Tourism and hospitality in Karnali</b> History of Karnali tourism and hospitality, religious tourism, hotel and resort management skills, geography of Karnali tourism and destination development, cultural tourism, adventure, wildlife, Key players in karnali hospitality and tourism industry	<b>7</b>
<b>6</b>	<b>A Case Study</b> Developing a case on tourism and hospitality entrepreneurship in Karnali	<b>4</b>
<b>Basic and Reference Books</b>		
<ol style="list-style-type: none"> <li>1. World Tourism Organization (UNWTO). 2007. <i>A Practical Guide to Tourism Destination Management</i>. Madrid: UNWTO</li> <li>2. Walker, John R and Walker, Josielyn T. 2014. <i>Introduction to Hospitality Management</i>. Essex: Pearson Education Limited.</li> </ol> <p>Various other related articles regarding NTB, Boris and Nepalese Hospitality, Karnali tourism policy papers. Students are advised to visit NTB office in Kathmandu and other star quality Hotels for better understanding</p>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Entrepreneurship		
<b>Course Code Number:</b> MGT 533		
<b>Credit Hours:</b> 02		
<b>Level:</b> Master		
<b>Year: 2</b> Semester III		
<b>Course Objectives</b>	The main objective of this course is to impart knowledge and skill on entrepreneurship. It aims build entrepreneurial mindset with good conceptual understanding and theoretical base. Students will learn the tools to enhance their creativity and problem solving while exploring the business ideas. The course intends to develop confidence with good entrepreneurial mindset and skills.	
<b>Course Description</b>	Entrepreneurship development has been a key instrument for economic development as it generates employment, revenue and maximizes the use of local resources. Citing the importance of private sector development in attaining sustainable development goals 2030, governments, universities and development practitioners are emphasizing entrepreneurship development programs. This course offers students to asquint with entrepreneurial knowledge and skills. Upon the completion of the course, the students will have conceptual clarity on entrepreneurship, get motivated to start entrepreneurial venture and will have skill for that.	
<b>Learning Outcomes</b>	Upon the successful completion of the course, students will be able to; <ul style="list-style-type: none"> <li>• define basic terms</li> <li>• develop positive mindset for entrepreneurship</li> <li>• analyze the business environment in order to identify business opportunities</li> <li>• able to think creatively in identifying and solving the problems to explore and develop business</li> <li>• identify and examine and interpret their business models</li> <li>• consider the legal and financial conditions for starting a business venture,</li> <li>• evaluate the effectiveness of different entrepreneurial strategies,</li> <li>• specify the basic performance indicators of entrepreneurial activity,</li> <li>• explain the importance of marketing and management in small businesses venture</li> <li>• interpret their own business plan.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to Entrepreneurship</b>	<b>4</b>
	Concepts of entrepreneurship; Roles of Entrepreneurship in attaining sustainable development, Entrepreneurial orientation and Entrepreneurial intention; Entrepreneurial Traits; Assessing entrepreneurial traits and skills, Corporate entrepreneurship and Intrapreneurship	
<b>2</b>	<b>Design Thinking and Innovation</b>	<b>2</b>
	Entrepreneurship and innovation; concept of innovation, Design thinking concept and process, Creative thinking	
<b>3</b>	<b>Opportunity recognition and idea generation Evaluating of Opportunities</b>	<b>8</b>
	Opportunity identification; methods of opportunity identification; Market opportunity identification, Evaluation of opportunities; Business Feasibility Analysis	
<b>4</b>	<b>Business Model and Business Plan</b>	<b>12</b>
	Meaning and Function of Business Model Canvas, Concepts of Business plan; functions, Business Model Canvas; meaning; components, Differences between Business Model Canvas and Business Plan, Components of Business Plan; Executive Summery; Business Concept Development; Description of	

	Business; Market Analysis and Marketing Plan; Operational Plan; Financial Plan	
<b>5</b>	<b>Entrepreneurial Finance and Venture Plan</b> Meaning of Entrepreneurial Finance Venture Finance, concepts, Sources of entrepreneurial financing, Financial Plan; Determining financial need for startup; Business valuation	<b>2</b>
<b>6</b>	<b>Entrepreneurial Strategies for Launching, Managing, Growing and Ending the Venture</b> Growth strategy: Penetration; Development & Diversification, managing growth and sustainability, Strategies to grow and expand: Joint ventures; Acquisitions; Mergers; Leveraged Buyouts; Franchising; Strategic alliance, Exit strategy	<b>4</b>
<b>Basic and Reference Books</b>		
<ol style="list-style-type: none"> <li>1. Hisrich, R.D.; Peters M.P. and Shepherd D.A. <i>Entrepreneurship</i>. New York: McGraw Hill. <a href="https://www.pdfdrive.com/entrepreneurship-e176072324.html">https://www.pdfdrive.com/entrepreneurship-e176072324.html</a>. Retrieved on 13 April 2022.</li> <li>2. Holt D.H. <i>Entrepreneurship: New Venture Creation</i>. New Delhi: PHI Learning.</li> <li>3. Abrams, R. <i>The Successful Business Plan</i>. New Delhi: PHI Learning.</li> <li>4. Swanson, L. A. <i>The Business Plan Development Guide</i> <a href="https://mountainscholar.org/handle/20.500.11785/572">https://mountainscholar.org/handle/20.500.11785/572</a> . Retrieved on 13 April 2022.</li> <li>5. Osterwalder, A. and Pigneur, Y. <i>Business Model Generation</i>. New Jersey: John Wiley &amp; Sons.</li> <li>6. Covin, J. G., &amp; Slevin, D. P. (1991). <i>A Conceptual Model of Entrepreneurship as Firm Behaviour</i>. <i>Entrepreneurship Theory and Practice</i>, 16 (1), 7-25</li> <li>7. Pressman, A. <i>Design Thinking: A Guide to Creative Problem Solving for Everyone</i>. New York. Routledge. <a href="https://b-ok.asia/book/3656420/e95cd0">https://b-ok.asia/book/3656420/e95cd0</a> Retrieved on 13 April 2022</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> <b>Course Code Number:</b> <b>Credit Hours:</b> <b>Level:</b> <b>Year: 2</b>	<b>Social/Business Attachment (Internship)</b> <b>MGT 534</b> <b>02</b> <b>Master</b> <b>Semester III</b>
<b>Course Objectives</b>	<p>Attachments (Internships) are important for students to gain experience before starting or while completing their studies in the MBA program. They can be rewarding and can lead to exciting careers. Real world, practical experience can enrich the teaching-learning process at MUSOM.</p> <p><b>An MBA attachment (internship) program is a brief, learning-oriented work experience with a company</b> or social institution that is completed between the third and fourth semesters of the MBA program. This is intended to be an experiential and practical opportunity in which students are responsible in securing, maintaining and successfully completing the attachment program.</p> <p>Business or social attachments are compulsory at MUSOM. Essentially, an attachment as an MBA 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 attachment program can be appreciated from the fact that it is an opportunity for the students to put into practice the knowledge gained during the entire three semesters and also to observe how the principles and concepts are practiced in the workplace.</p>
<b>Particular Objectives</b>	<p>In particular, the attachment experience is expected to increase:</p> <ul style="list-style-type: none"> <li>• Student's perspective by providing an exposure to real life organizational and environmental situations</li> <li>• Confidence in students and their abilities to apply the knowledge in real-life situation</li> <li>• Familiarity with the business/social environment</li> <li>• Knowledge of specific industries, social institutions, professions, occupations, and positions</li> <li>• Work-related proficiencies such as written and interpersonal communication skills.</li> <li>• Greater insight into the interactions between people as a critical factor in business success</li> <li>• Network with business professionals</li> <li>• Relevancy of subsequent coursework</li> </ul>
<b>Attachment (Internship) Duration and Evaluation</b>	<p>The attachment program shall be of eight to ten weeks' duration. It shall take place during the third semester of the MBA program. The area/subject for the attachment report is required to be approved jointly by MUSOM as well as the institution where the student wants to be attached. Each student will be allotted a Faculty Guide by MUSOM to monitor the progress during attachment period. The student must ensure that their institution 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 Attachment Project Report (APR) in the prescribed format. The APR will carry a weightage of three credits. The evaluation of the APR shall be based on confidential report of the host organization (40 percent) and presentation of the APR in a seminar (60 percent). The APR will be evaluated by internal and external examiners appointed by the Dean/Director. The student will be required to make presentation of the ARP before internal panel of faculty members on a given date.</p>
<b>Attachment Report Structure</b>	<p>APRs 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</p>

	reports generally set out and analyze an organizational situation, and make recommendations for future action.	
<b>Format of the APR Report</b>		
	<b>Chapter I</b>	
	<ul style="list-style-type: none"> <li>• <b>Introduction</b></li> <li>• Background of the APR assignment</li> <li>• Justification for selecting the organization</li> <li>• Purpose and learning expectations</li> <li>• Industry Profile</li> </ul>	
	<b>Chapter II</b>	
	<ul style="list-style-type: none"> <li>• <b>Research Methods Used and Critical Analysis of the Job Performed</b></li> <li>• Research and data collection methods used</li> <li>• Profile (respondent/organization/situation)</li> <li>• Organizational Analysis – Historical Background, Nature of Business, Structure, Departments, Products/Services, Business Volume, Total Staff Strength, Market Position, Consumers’ Base, Competitors, Mission and Vision, Shareholding, Partnership/Strategic Alliance if any</li> <li>• Functions of the Office/Branch where You Worked</li> <li>• Tasks assigned to You, Work Schedule and Timing</li> <li>• Describe the Activities/Task You Performed</li> <li>• Data Presentation (if Applicable)</li> <li>• Analyse the Activity/Task You Performed</li> <li>• Problem Identification</li> <li>• SWOT analysis, Results and Discussion</li> </ul>	
	<b>Chapter III</b>	
	<p><b>Summary, Conclusion and Practical Implications</b></p> <ul style="list-style-type: none"> <li>▪ Summary</li> <li>▪ Field Experiences</li> <li>▪ Gaps found between theory and practice</li> <li>▪ Conclusion</li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>References</b></li> <li>• <b>Attachments</b></li> </ul>	
<b>General Typing and Spacing Guidelines</b>		
	<b>Length of the Report and Citation</b>	
	<ul style="list-style-type: none"> <li>• Minimum words required for the Attachment Report – 30 - 35 pages.</li> <li>• For citation and referencing APA style should be used.</li> </ul>	
	<b>Fonts and Spacing</b>	
	<ul style="list-style-type: none"> <li>• Times New Roman</li> <li>• 16-point font for the title in the cover page</li> <li>• 14-point font for chapter headings</li> <li>• 12-point font for chapter contents</li> </ul>	
	<b>Page Margins and Spacing</b>	
	<ul style="list-style-type: none"> <li>▪ Margins: Top, bottom and right 1” and left 1.5”</li> <li>▪ 1.5 line-space</li> <li>▪ Alignment: Justified</li> <li>▪ Spiral binding</li> <li>▪ Page numbers should appear at the top right hand side of the page</li> <li>▪ Electronic copies must be in Microsoft Word format.</li> </ul>	

	<ul style="list-style-type: none"><li>▪ Make sure it is neat, well organized and relevant to the topic. Make it as professionally sound as you can.</li></ul>	
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**Course Title:** New Venture Planning (Project Work)  
**Course Code Number:** MGT 535  
**Credit Hours:** 01  
**Level:** Master  
**Year: 2** Semester III

**Brief Introduction**  
 New venture planning project work is a practical task, where students put their learning into perspective. Students have to identify a business idea and go through rigorous process to develop comprehensive plan to execute their business ideas. They will conceptualize and idea and put it into a business canvas model (BCM) and eventually business plan. This project work provides an opportunity for students to use the knowledge and skill they have acquired during their course works. The students will be closely monitored and mentored during the project work to help them learn during the project work.

**Learning Objectives**  
 The main objective of this project work is to make students use the knowledge and skill they have learn during the course. This project work  
  
 Upon successful completion of this course, learners will be able to:

- Use their research knowledge and skill while doing the project work
- Can analyze business environment and able to assess business opportunities
- Able to use skill and knowledge to evaluate those opportunities
- Able to use tools to select the best business idea
- Able to develop a business concept
- Prepare business model canvas or Lean canvas.
- Prepare a business plan for a selected startup

**Approach**  
 The project work allows students to explore ideas, research to generate information and validate their business idea. Students are required to produce comprehensive project report that consist of a business plan to launch new business. Periodically, they submit the progress reports periodically, where the teacher provides feedback as well as provide coaching,

<b>Grading</b>	
<b>Evaluation activities</b>	<b>Weight</b>
Written Venture Business Plan	
Oral presentation	
Class room activities and other	
The written venture business plan should contain the following: <ul style="list-style-type: none"> <li>• Engagement letter (optional)</li> <li>• Venture Idea (What is core business idea? What is business concept?)</li> <li>• Market opportunity identification and Market Analysis including consumers</li> <li>• Contextual Analysis – PESTEL Analysis</li> <li>• Business Model Canvas or Lean Canvas</li> <li>• Market and Marketing Plan</li> <li>• Feasibility plan</li> <li>• Operational Plan – production and procurement</li> <li>• Human Resource Planning</li> <li>• Financial Analysis – 3 year projected financial statement</li> </ul>	



<b>Session Plan</b>		
<b>Session Focus</b>	<b>Activities</b>	<b>Session Hours</b>
<b>1</b> -Orientation on the course and individual assignment (1 page proposal)	<ul style="list-style-type: none"> <li>• Course detail presented to students</li> <li>• Generate idea</li> <li>• individual students need to generate idea for venture plan</li> </ul> Identify market opportunity/ business opportunity based on market gap or social issue, economic opportunity	<b>1</b>
<b>2</b> -Individual presentation	Students present their individual business idea	<b>2</b>
<b>3</b> -Designing thinking concept, market opportunity identification, Target Market	Lecture and discussion	<b>1</b>
<b>4</b> -Contextual Analysis, PESTEL Analysis, Business Concept	Students present on contextual analysis after they do feasibility analysis and market research	<b>1</b>
<b>5</b> -Market and Marketing Plan	Lecture and Discussion Students present the on Target Market, Marketing strategy and plan	<b>1</b>
<b>6</b> -Operational and HR plan	Students present on operational and HR planning	<b>2</b>
<b>7</b> -Financial plan and projection	Lecture and discussion	<b>1</b>
<b>8</b> -Financial plan	Students present projected financial statements	<b>1</b>
<b>9</b> -Comprehensive Business Plan	Students present comprehensive business plan	<b>2</b>
<b>10</b> -Recommendations and implementation strategy	Students works on the recommendation and prepare for final business plan	<b>2</b>
<b>11</b> -Final new venture business plan	Students present the final business plan	<b>2</b>
<p>Note: The Business plan MUST identify a business opportunity and have thorough plan.</p> <p><b>New Venture Business Plan</b></p> <ul style="list-style-type: none"> <li>• Executive</li> <li>• Vision, Mission</li> <li>• Business Concept and Business Canvas Model or Lean Canvas</li> <li>• Contextual Analysis / PESTEL Analysis</li> <li>• Feasibility Analysis</li> <li>• Market and Marketing Strategy</li> <li>• Operational, HR and Financial Plans</li> <li>• Timeline</li> </ul>		

<b>Course Title:</b> Seminar on Corporate Governance and CSR <b>Course Code Number:</b> MGT 536 <b>Credit Hours:</b> 01 <b>Level:</b> Master <b>Year: 2</b> Semester III		
<b>Course Objectives</b>	The objective of the course, hence, is to enable students to have proper and in-depth knowledge of corporate governance both theoretically as well as is practiced in Nepal by involving them in surveying, researching and presenting the corporate government practices in Nepal.	
<b>Course Description</b>	The course intends to provide a thorough understanding of the concept, structure and patterns of the board through a few lectures, discussions and demonstrations. More importantly, the students will have to collect, analyses, review, prepare seminar papers and present them. Additionally, they will have to survey the structure, status and policies regarding corporate governance in Nepal and present and discuss in seminars.	
<b>Learning Outcomes</b>	After the completion of the course the students will be able to: <ul style="list-style-type: none"> <li>• Students are expected to have not only through understanding about practices in Nepal but also evaluate, suggest and implement these frameworks and strategies.</li> <li>• Enable students to explore filed-based knowledge and practice of the corporate governance in Nepal.</li> <li>• Involve in conducting seminars to understand corporate government practice in Nepal,</li> <li>• Carry out survey, review seminar papers and policies to present in seminars.</li> <li>• It will equip them with practical skills enriching the teaching learning process.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> <p>The ultimate goal of corporate governance is to facilitate prudent, effective, and entrepreneurial management to deliver the long-term success of the company. Governance indicates the integrated form of rules, processes or laws guiding the operations and regulating or controlling them. It includes the internal and external factors affecting the interests of a company's stakeholders, including shareholders, customers, suppliers, government regulators and management. In many countries legal codes and guidelines prepared to ensure its adherence. Success and failure of corporate entities are mainly affected by it and hence its increasing importance. Additionally, the corporate bodies are becoming extremely important influencers at national as well as global levels requiring their close scrutiny thus enhancing the role of and focus on corporate governance. It is equally true in the perspective of Nepal. It is not only adequate to know how does it operate but also influence on how it should operate as well. Similarly, with the ever increasing power and the influence of the corporate sector, there is a need for them to focus on and competently discharge social responsibilities commonly understood as corporate social responsibility. They have responsibility towards all not only consumers or employees but also all other direct and indirect stakeholders. The recognition in Nepal, albeit, is belated and hence there is a strong need not only to understand present practices but also design the framework and implement for the betterment of the nation.</p> <p>Corporate governance generally covers structure, roles, responsibilities of the company board and the top management. The issues generally included are size and tenure of the board, qualifications of the members, ownership stake of members and the top management, assigned roles and responsibilities, meetings, actual performance and delivery of results, remuneration basis and structure to the board and the top management and their influence in corporate image, culture and performance.</p>	<b>4</b>

2	<b>Review seminar papers</b> Review seminar papers to understand corporate government practices in Nepal	4
3	<b>Survey</b> Conduct a survey to collect data and analyze issues regarding corporate governance in Nepal	4
4	<b>Prepare seminar paper</b> Prepare a seminar paper regarding corporate government issues for oral presentation in seminar.	4
	<b>Assessment and Evaluation</b> The students will be evaluated based on their researching skills, reporting skills, analysis skills, presentation and creativity or as determined by the instructor. This course will be evaluated through students' involvement in review of the papers, critical discussion of the issues, survey work and presentation.	

# MBA 4<sup>th</sup> Semester

<b>Course Title:</b>	<b>Business Environment and Strategic Management</b>
<b>Course Code Number:</b>	<b>MGT 541</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	The objective of this course is to inculcate abilities in the students to enable them to understand the nuances of strategic management, conduct and evaluate internal and external environment to identify opportunities and threats and strengths and weaknesses, conduct strategic analysis and formulate and implement strategies. This course is designed to enrich students with the evolving tools, techniques and approaches and the dynamic and increasingly complex business environment apply them to gain strategic and competitive advantage for a business, company, corporation or an institution.

<b>Course Description</b>	This course is a core course that integrates all the functional courses embodying the components such as strategic management, external environment analysis, internal environment analysis, strategic options, strategy evaluation and choice and strategy implementation and control in order to synthesize the basic foundations into functional, operational and overall strategies to attain the mission and vision of the organization.	
<b>Learning Outcomes</b>	<p>After the completion of the course the students will be able to</p> <ul style="list-style-type: none"> <li>• Assess the strengths and weaknesses of the organization,</li> <li>• Identify opportunities and threats of the organization,</li> <li>• Conduct SWOT, QSPM and Portfolio analysis,</li> <li>• Formulate strategies identifying feasible opportunities and matching with pertinent strengths,</li> <li>• Develop and match generic strategies conducive to organizational growth,</li> <li>• Make strategic choices conducive to market potential and opportunities having the best possibility for ensuring growth on a sustainable basis and development,</li> <li>• Implement strategies operationalizing it as per organizational requirement with available resources based on well-defined schedule and plan with a commitment to realizing goals,</li> <li>• Evaluate, monitor and assess performance and ensure controlling process to attain predetermined goals,</li> <li>• Conduct strategic analysis, and</li> <li>• Ensure efficient and effective strategic management,</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<p><b>Introduction</b></p> <p>Evolution of strategic management. Components of strategic management: strategic planning, strategic implementation and strategic control. Importance of strategic management including from Nepalese and Karnali Pradesh perspectives. Strategic planning and strategic management. Guidelines for effective strategic management. Role of chief executive officer (CEO) in strategic management.</p>	<b>4</b>
<b>2</b>	<p><b>Vision and Mission</b></p> <p>Concept of vision; what do we want to become; Factors affecting vision; Developing vision; Objectives and its hierarchies; Long term vs short term objectives; Formulating a mission based on based on product or service, market, technology, company goals (survival, growth, profitability, sustainability); company philosophy; Vision vs mission; the process of developing vision and mission statements.</p>	<b>3</b>
<b>3</b>	<p><b>External Environment Analysis</b></p> <p>Nature of environment. Remote and operating environment. Process of environment scanning. Approaches to environmental scanning. Techniques of environment analysis (PESTEL analysis), Scenario planning, Porter's five forces model, Environment threat and opportunity profile (ETOP). Competitor analysis.</p>	<b>5</b>
<b>4</b>	<p><b>Internal Environment Analysis</b></p> <p>Corporate resource analysis for strengths and weaknesses: marketing, human resource, production/operation, finance and accounting and information</p>	<b>5</b>

	system. Process of corporate appraisal: concept of available resources, threshold resources unique resources, core competencies, distinct competencies, and strategic advantage, Barney's VRIO framework. Technique of internal analysis: value chain analysis, comparative analysis (historical comparison, industry standards, benchmarking), robustness, strategic advantage profile (SAP), and financial analysis.	
<b>5</b>	<b>Nepalese Business Environment</b> Overall environment, Environmental forces: economic, demographic, socio-cultural, political, legal and technological. Environmental forces and Nepalese market and business.	<b>7</b>
	<b>Strategy Formulation</b>	<b>8</b>
<b>6</b>	Generating alternative strategies through SWOT analysis. Resource-based view (RBV) of SWOT analysis, Corporate strategies: stability, growth, and retrenchment. Sustaining competitive advantage. Competitive and collaborative strategies. Directions for strategy development: consolidation, market penetration, product development, market development, and diversification. Porter's generic strategies: cost leadership, differentiation and Focus, Diversification strategies, Strategic alliance. Strategy formulation in small firms.	
	<b>Strategy Analysis and Choice</b>	
<b>7</b>	Evaluation criteria: suitability, acceptability (return, risk, and stakeholders' reaction), and feasibility. Portfolio analysis for strategic choice: BCG matrix, GE nine cells matrix, Comprehensive strategy formulation framework, Quantitative strategy planning matrix (QSPM).	<b>5</b>
	<b>Strategy Implementation</b>	
<b>8</b>	Process of strategy Implementation. Operationalizing the strategy: Annual objectives, business policies, development of programmes, budgets, and procedure; Resource allocation, managing conflict, Matching organization structures with strategy; management system: leadership, motivation, and organizational culture. Creating strategy supportive culture, Strategy implementation and human resources. Managing resistance to change.	<b>5</b>
	<b>Strategy evaluation and control</b>	
<b>9</b>	Strategy evaluation framework, Strategy control: evaluation and control, measuring performance, appropriate measures. Types of control: operational control and strategic control.	<b>3</b>
	<b>Strategy in Action</b>	
<b>10</b>	Surveying and researching actual strategic management practices in Nepal including at Karnali Region in respect to business environment, strategy formulation, strategy implementation, and strategic management practices, Preparation of reports or discussions or presentations and discussions.	<b>3</b>

#### Basic Texts

1. David, Fred, Strategic Management: A Competitive Advantage Approach, Delhi: PHI Learning. 16<sup>th</sup> edition.
2. Wheelen, T.L. and Hunger, J.D. *Strategic Management and Business Policy*. New Delhi: Pearson Education.
3. Pant, Prem R and Bajracharya, Pushkar, *Business Environment in Nepal*, Kathmandu: Buddha Publications.

<b>References</b>	
1.	Adhikari, D.R. <i>Strategic Management</i> . Kathmandu: Budhha Academic Enterprises Pvt. Ltd.
2.	Aswatthapa, K. <i>Business Environment for Strategic Management</i> . New Delhi: Himalayan Publishing House.
3.	Bajracharya, P., Manandhar, MD, and Bajracharya, R. (2019). <i>Nepal's Economy in Disarray: The policies and politics of Development</i> , New Delhi: Adroit Publishers.
4.	Johnson,G. and Scholes, K. <i>Exploring Corporate Strategy</i> . New Delhi: Prentice Hall of India.
5.	Jauch,L., Gupta, R. and Glueck, W. <i>Business Policy and Strategic Management</i> . New Delhi: Frank Bros. and Company Limited.
6.	Kazmi, A. <i>Business Policy and Strategic Management</i> . New Delhi: Tata McGraw Hill.
7.	Pearce, J.A, Robinson, R.B. and Mital, A. <i>Strategic Management: Formulation, Implementation, and Control</i> . Chennai: McGraw Hill Education.
8.	Rao, P. S. <i>Business Policy and Strategic Management</i> . Mumbai: Himalaya Publishing House.
<b>Pedagogy</b>	
	<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>

<b>Course Title:</b>	<b>International Business Dynamics</b>
<b>Course Code Number:</b>	<b>MGT 542</b>
<b>Credit Hours:</b>	<b>02</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	This course aims to enable the students to develop a critical understanding of international business dynamics consisting in the international trade and investment framework and formulate strategies to manage the international businesses by analyzing the business environment factors with both Nepalese and global viewpoints.
<b>Course Description</b>	The course encompasses the conceptual framework of international business, globalization and MNCs, analysis of dynamics of international business environments and foreign exchange systems, the framework of international trade and investment including multilateral trading system under WTO and regional economic integration from the viewpoint of Nepalese businesses, and functional areas of IB along with the issues of corporate social responsibility and ethics, and economic and IB diplomacy. The course also equips the students with the capability to design strategies for international business operations.
<b>Learning Outcomes</b>	<p>Upon the completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Demonstrate a critical understanding of the concept and nature of globalisation, international business (IB), and multinational companies along with opportunities and challenges of IB,</li> <li>▪ Discuss dynamics of external environments facing the firms involved in IB, and appreciate health and hygiene issues in pandemic-hit business</li> </ul>

	<p>environment</p> <ul style="list-style-type: none"> <li>▪ Analyse and discuss international financial system (IFS) and foreign exchange management,</li> <li>▪ Assess international trade and investment theories, and analyse the multi-lateral trading system (MTS) and regional economic integration along with the contemporary issues</li> <li>▪ Explore the application of essential functional areas of management in IB operations along with the critical understanding of corporate social responsibility, ethics and IB diplomacy issues, and</li> <li>▪ Apply the strategic management approaches to international business, and design appropriate strategies to enter and operate in international markets</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<p><b>Overview of Globalisation and International Business</b></p> <p>Concept and Drivers of Globalization; Globalization vs emerging economic nationalism in COVID-induced market; Concept and Nature of International Business; IB Modes (Components of International Business); International Business and COVID-19 pandemic; Critical evaluation of IB (Opportunities and Challenges); Multinational Companies: Concept and Classification of MNCs</p>	<b>5</b>
<b>2</b>	<p><b>Environmental Context of International Business</b></p> <p>Concept and Components of International Business Environment; Political and Legal environment: Concept and actors, planning of political and regulatory forces in IB; Socio-cultural environment: Concept and strategies to deal with cultural differences; Economic environment: Concept and factors; Health and hygiene issues in pandemic-hit business environment; Overview of International Financial Institutions (<i>The World Bank, IMF, ADB, AIIB and NDB</i>)</p>	<b>6</b>
<b>3</b>	<p><b>Foreign Exchange Management in IB</b></p> <p>Concept of International Financial System (IFS); Foreign Exchange Market and its characteristics; Determinants of Foreign Exchange Rate; Foreign Exchange Systems: <i>Fixed, floating, and controlled systems</i></p>	<b>3</b>
<b>4</b>	<p><b>Theories and Framework of International Trade and Investment</b></p> <p>Theories of International Trade and International Investment (FDI) and their Implications; Concept of Free trade and Protectionism; Trade Barriers (Tariff barriers, NTBs with price effect and quantity effect); Multilateral Trading System (MTS) (Principles and Functions of WTO; Overview of Multilateral Agreements under the WTO System; Impact of WTO on Nepalese IB); Regional Economic Integration: Concept and Stages of Regional Economic Integration; Regional Trading Blocs: ASEAN, EU, BIMSTEC and SAFTA; Impact of SAFTA and BIMSTEC on Nepalese IB; A review of Nepal's global trade performance; Contemporary Issues of trade and investment in COVID-induced market</p>	<b>11</b>
<b>5</b>	<p><b>Strategic Management of IB</b></p> <p>Overview of Strategic Management in global/ international business; Modes and Strategies for Entering and Operating in International Markets; Strategies for Profiting from Global Expansion of Business; EPRG: The Strategic Approaches to Global Management; IB Strategies on Dimensions of Pressures</p>	<b>7</b>



	for Cost Reduction and Local Responsiveness; Overview of Functional Areas of IB (Global Production, Marketing, HRM and Financial Management); Issues of Corporate Social Responsibility, Ethics and Sustainability in IB; Economic and IB Diplomacy	
<b>Basic Texts</b>		
<ol style="list-style-type: none"> <li>1. Cavusgil, S.T., Knight, G., &amp; Riesenberger, J.R. (2020). <i>International business: The new realities, 5<sup>th</sup> ed.</i> (Global edition), London (UK): Pearson.</li> <li>2. Sthapit, A. (2020). <i>International business, 2<sup>nd</sup> ed.</i>, Kathmandu: Taleju Prakashan.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Daniel, J., Radebaugh, L., &amp; Sullivan, D. (2018). <i>International business, 16<sup>th</sup> ed.</i> (Global edition), London (UK): Pearson.</li> <li>2. Hill, C., &amp; Jain, A.K. (2018). <i>International business: Competing in the global marketplace, 10<sup>th</sup> ed.</i> New Delhi: Tata McGraw-Hill.</li> <li>3. Joshi, R.M. (2012). <i>International business, 5<sup>th</sup> ed.</i>, New Delhi: Oxford University Press.</li> <li>4. Pradhan, S. (2010). <i>Foreign exchange management in international business, 2<sup>nd</sup> ed.</i>, Education Enterprise.</li> <li>5. Sthapit, A. (2020). <i>International business: Environments &amp; strategies, 2<sup>nd</sup> ed.</i>, Kathmandu: Taleju Prakashan.</li> </ol>		
<b>Official data sources</b> <ul style="list-style-type: none"> <li>▪ BIMSTEC: <a href="http://www.bimstec.org">www.bimstec.org</a></li> <li>▪ IMF: <a href="http://www.imf.org">www.imf.org</a></li> <li>▪ SAARC: <a href="http://www.saarc-sec.org">www.saarc-sec.org</a></li> <li>▪ Trade and Export Promotion Centre (TEPC) publications: <a href="http://www.tepc.gov.np">www.tepc.gov.np</a></li> <li>▪ UNCTAD: <a href="http://www.unctad.org">www.unctad.org</a></li> <li>▪ WORLD BANK: <a href="http://www.worldbank.org">www.worldbank.org</a></li> <li>▪ World Economic Forum WEF: <a href="https://www.weforum.org/">https://www.weforum.org/</a></li> <li>▪ WTO publications: <a href="http://www.wto.org">www.wto.org</a></li> </ul>		
<b>Journals (for review)</b> <ul style="list-style-type: none"> <li>▪ International Journal of Business Strategy (IJBS): <a href="http://ijbs-journal.org/IJBS-JOURNAL/Default.aspx">http://ijbs-journal.org/IJBS-JOURNAL/Default.aspx</a></li> <li>▪ Journal of International Business Studies: <a href="http://www.jibs.net">www.jibs.net</a> (on jstor: <a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>)</li> </ul>		
<b>Assessment of students</b> <ul style="list-style-type: none"> <li>• Assignments</li> <li>• Group projects</li> <li>• Online quizzes</li> <li>• Presentations</li> <li>• Work-based projects</li> <li>• Examinations</li> </ul>		

<b>Course Title:</b> E-Business Strategies <b>Course Code Number:</b> MGT 543 <b>Credit Hours:</b> 02 <b>Level:</b> Master <b>Year: 2</b> Semester IV		
<b>Course Objectives</b>	This course is an e-business strategies and their role in supporting and transforming modern organization and management activities. Topics include: Introduction to e-business and e-commerce, e-business strategies and future of e-business.	
<b>Course Description</b>	The course highlights the key concepts and practical aspects of e-business, e-commerce, applying e-business skills to real life business along with the future e-business revolution. The course intends to sharp students' e-business concepts, knowledge, and skills making them aware of merits and negative consequences while applying e-business strategies in the context of transforming modern organization and management activities. Students are expected to gain knowledge and skills needed for the contemporary managerial decision.	
<b>Learning Outcomes</b>	<p>After completion of all the Learning units of the course participants will be able to:</p> <ul style="list-style-type: none"> <li>Analyse the business issues processes and techniques associated with organizational information system.</li> <li>Understand what the terms of 'e-business', and 'electronic commerce' mean.</li> <li>Define the concept of strategy and differentiate between different levels of strategy development.</li> <li>Describe the life cycle of technological revolutions and illustrate it through different historic examples.</li> <li>Understand the current trends and future trends of e-business and formulate the e-business strategies.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introducing E-business and E-commerce</b> Defining E-business and E-commerce, Types of e-business and related industries, Types of e-commerce and unique features, E-business infrastructure (internet, extranet and intranet) The growth of e-business/ Unit Case Study.	<b>2</b>
<b>2</b>	<b>E-business Strategy- Formulation, Implementation and Evaluation</b> Strategic management and objective setting, The strategic process, Competitive strategies for business, Strategic controls, Organizational learning, Organizational culture and e-business, Organizational structure and e-business, Change management, The evaluation process, Organizational control and evaluation, Financial evaluation, Technology evaluation, Human resources evaluation, Website evaluation, Business model evaluation, E-business strategy evaluation/Unit Case Study.	<b>6</b>
<b>3</b>	<b>The E-business Strategy Framework</b> <b>Strategic thinking in the field of e-business;</b> Introduction and overview, Systematic thinking, Creative thinking, Vision-driven thinking, Market oriented thinking <b>Critical success factors of e-business strategy;</b> Technology, Customers, Suppliers-partners, Personnel, Leadership, Data, information and knowledge management, Strategic performance assessment /Unit Case Study.	<b>5</b>
<b>4</b>	<b>Internal Analysis: e-Business Competencies as Sources of Strengths &amp; Weaknesses</b> <b>Understanding Core Competencies in e-Business;</b> Competencies and Core Competencies: A Brief Overview, Analyzing the Internet-Impacted Value Chain, Leveraging the Virtual Value Chain <b>Selecting Activities for Online Interaction with Customers: The ICDT Framework;</b> Information Activities, Communication Activities, Transaction	<b>5</b>

	Activities, Distribution Activities, Moving Beyond the Value Chain to Value Networks, <b>Unit Case Study.</b>	
<b>5</b>	<b>External Analysis: The Impact of the Internet on the Macro-environment &amp; on the Industry Structure of e-Business Companies</b> <b>Examining Trends in the Macro-environment;</b> Political and legal environment, Economic environment, Social environment, Natural environment, Technological environment <b>Examining Industry Structure with the Five Forces Framework;</b> Industry rivalry, Barriers to entry, Substitute products, bargaining power of suppliers, Bargaining power of customers <b>Complementing the Five Forces Framework with the Co-opetition Framework;</b> Joint setting of technology and other industry standards, Joint developments, Joint lobbying/ <b>Unit Case Study.</b>	<b>5</b>
<b>6</b>	<b>Strategy Options in e-Business Markets</b> <b>Examining the Landscape of Strategy Options for e-Business;</b> Cost Leadership Strategies, Differentiation Strategies, Outpacing Strategies (and the Risk of Getting “Stuck in the Middle”) <b>Creating a Fit between the Chosen Strategy and the Value Chain;</b> Consistency between Activities, Reinforcement of Activities, Optimization of Efforts <b>Developing Strategy Alternatives: Major e-Business Models;</b> B2C, B2B, C2C, <b>Government-Related e-Business Models/ Unit Case Study.</b>	<b>5</b>
<b>7</b>	<b>Strategic Trends for e-Business</b> An Overview on Strategic Trends for e-Business; Blockchain, Artificial Intelligence/Machine Learning, Augmented Reality (AR)/Virtual Reality (VR), Same-Day Delivery and Last-Mile Fulfillment, The Internet of Things (IoT) and e-Commerce, Cloud Computing and e-Commerce, Returns Rates of Online Purchases/ <b>Unit Case Study.</b>	<b>4</b>
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Colin Combe: Introduction to E-business Management and strategy Elsevier Ltd</li> <li>2. Tewfik Jelassi, Albrecht Enders: STRATEGIES for e-BUSINESS Creating Value through Electronic and Mobile Commerce</li> <li>3. James A Obrien: Management Information System Mc –Graw Hill latest edition</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments</li> <li>• Group projects</li> <li>• Online quizzes</li> <li>• Presentations</li> <li>• Work-based projects</li> <li>• Examinations</li> </ul>		

## Specialization II

<b>Course Title:</b>	<b>Assets Management (Specialization II: Finance)</b>
<b>Course Code Number:</b>	<b>FIN544</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	This course aims to provide students detail insight about the theory and practices of assets management and investment decision. This course also aims to provide students a clear understanding of various tools and techniques required for proper assets management and investment decisions.

<b>Course Description</b>	This course provides the broad knowledge about types of assets, investment and portfolio analysis, capital budgeting and risk analysis, working capital management and security analysis.	
<b>Learning Outcomes</b>	After completion of all the Learning units of the course participants will be able to: <ul style="list-style-type: none"> <li>• Make students gain insights into the theory and practices of assets Management,</li> <li>• Understand tools and techniques relating to assets and investment decisions,</li> <li>• Internalize how to make investment and portfolio analysis, and risk analysis,</li> <li>• Learn how to make working capital and security analysis in real practice.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> Types of assets: real and financial, current and fixed; A Taxonomy of financial assets; Mutual funds & Other investment companies, Significance of assets management for business	<b>6</b>
<b>2</b>	<b>Investment and Portfolio Analysis</b> Investment environment; Investment process; Investment alternatives; Portfolio analysis; Analyzing risk & return of individual security & portfolio; Portfolio selection; Portfolio construction; Capital market theory (CAPM, CML, Markowitz model, Sharpe single index Model); Arbitrage pricing model	<b>10</b>
<b>3</b>	<b>Capital Budgeting and Risk Analysis</b> Overview of capital budgeting decision rules (Payback period, accounting rate of return, Net present value, Internal rate of return, Modified internal rate of return and Profitability index); special application of cash flow evaluation; evaluating capital budgeting projects with and without inflation; project risk analysis in capital budgeting: techniques for measuring stand-alone risk, sensitivity analysis and scenario analysis	<b>12</b>
<b>4</b>	<b>Working Capital Management</b> Concepts of workings capital; Factors influencing working capital requirements; Working capital policy: Working capital investment policy (Relaxed, Restricted policy & Moderate) and Working capital financing policy (Conservative, Aggressive & matching); Estimation of working capital; Concept of working capital management; Management of cash and marketable securities; Receivable management; Inventory management	<b>12</b>
<b>5</b>	<b>Security Analysis</b> Fundamental analysis (Economic, Industry, Company, Technical); Individual stock movement; General market movement	<b>8</b>
<b>References</b>		
<b>Textbooks</b>		
<ol style="list-style-type: none"> <li>1. Brigham, E. F. &amp; Ehrhardt, M. C. (2010). Financial management: Theory and practice, (13th ed). New Delhi: Cengage Learning India.</li> <li>2. Van Horne, J. C. &amp; Wachowicz, J. M. (2009). Fundamentals of financial management (13th ed). Pearson Education Limited.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Van Horne, J. C. (2009). Financial management and policy (12th ed). Pearson Education Limited</li> <li>2. Rose, S. A., Westerfield, R. W., Jaffe, J. &amp; Kakani, R. K. (2014). Corporate finance (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.</li> </ol>		

3. Khan, M.Y. & Jain, P. K. (2013). Financial Management (6<sup>th</sup> ed.) Tata McGraw Hill
4. Pandey, I. M. (2015). Financial Management (11<sup>th</sup> ed.) Vikas Publishing House Pvt. Ltd.

**Pedagogy**

- Assignments
- Group projects
- Online quizzes
- Presentations
- Work-based projects
- Examinations

<b>Course Title:</b>	<b>Consumer Behavior (Specialization II: Marketing)</b>
<b>Course Code Number:</b>	<b>MKT544</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	The course enables the students to conceptualize consumer behavior and reveal its importance in the context of marketing. This helps them identify various factors that influence consumer behavior and understand intricacies of consumer decision-making process in simplified approach. Accordingly, the students will be able to develop knowledge and skills for studying consumer's nature and correctly responding to the target market through right marketing strategies and programs.
<b>Course Description</b>	This course particularly describes the underlying dynamics of buying a product by any consumer. It covers various elements of psychology and variables influencing such elements that ultimately shape consumer needs, wants and behavior. The subject covers concepts and principles from anthropology, sociology, psychology and even from economics in the context of consumer decision making on determining product, purchasing and using it. It describes why a consumer buy a product and how he or she uses it.

<b>Learning Outcomes</b>	After completing the course, the students will: <ul style="list-style-type: none"> <li>• demonstrate a good understanding of consumer behavior as a field of study and its relevance in effective marketing and branding of a product.</li> <li>• correctly examine the various elements and variables in personal and social levels having impact on consumer behavior</li> <li>• develop practical understanding with skills of applications of market segmentation process</li> <li>• comprehend the importance of consumer behavior research and apply different techniques of consumer research</li> <li>• apply critical thinking, analytical and interpretive skills while dealing with problems of consumer behavior and recommend right framework for study of consumer behavior in relation to a specific product in the given context</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b> meaning, scope and nature of the subject, application of consumer behavior, satisfaction and customer loyalty Models of consumer behavior: Traditional – Psychoanalytical, sociological and economic models; contemporary models - - Howard Sheth model, Engel–Kollat-Blackwell model, Hawkins Stern Model, Webster and Wind model, Black Box model	<b>7</b>
<b>2</b>	<b>Market segmentation</b> Market segmentation, Bases of segmentation: Demographics, Lifestyles, product benefits, media exposure, product usage, Criteria of effective of segmentation(targeting), product positioning: positioning strategies and positioning analysis	<b>6</b>
<b>3</b>	<b>Individual Factors in Consumer Behavior</b> <ul style="list-style-type: none"> <li>• <b>Personality:</b> personality and its nature, theories on personality- Freudian and Neo-Freudian, personality traits, consumer, anthropomorphism, self-perception and self-image</li> <li>• <b>Perception:</b> Consumer perception: meaning and elements in perception; sensory information, absolute and differential thresholds, subliminal perception, perceptual selection, perceptual organization, interpretation, consumer imagery: perceived value and perceived quality, brand image, packaging perception, service quality, store image, company image</li> <li>• <b>Consumer learning:</b> meaning and elements, classical conditioning, associative learning, stimulus generalization and brand extension, stimulus discrimination and brand differentiation, instrumental conditioning: reinforcement, customer satisfaction and retention, shaping, massed vs distributed learning; observational learning, cognitive learning, consumer involvement and hemispheric lateralization, active vs passive learning</li> <li>• <b>Motivation:</b> Consumer motivation, dynamics of motivation: need arousal, goals, frustration and defense mechanisms; systems of needs: Murray's psychogenic needs and Maslow's views on needs; Hidden motives and measurement, motives and technology</li> <li>• <b>Attitude:</b> Meaning and formation of attitude, tri-component model, changing consumer attitude, multi-attribute models, motivational functions of attitude, elaboration likelihood model, cognitive dissonance and conflict resolution, causality and attribution</li> </ul>	<b>12</b>
<b>4</b>	<b>Environmental Factors in Consumer Behavior</b> <ul style="list-style-type: none"> <li>• <b>Family and consumer behavior:</b> Family and socialization, parental impact, socialization stage, intergenerational socialization, Family Decision making, role of family members, family life cycle,</li> <li>• <b>Reference group:</b> meaning and nature of impact, types, Endorsers and spokespersons, opinion leaders, word of mouth, innovations' adopters as reference groups, social class and life style profiles,</li> <li>• <b>Culture:</b> invisible hands of culture, cultural evolution, culture and consumer needs, learning cultural values, measurement of culture, core cultural values and subcultures</li> </ul>	<b>9</b>

5	<b>Consumer Decision Making</b> Four views on consumer decision making, levels of consumer decision making, model of consumer decision making, relationship marketing, loyalty and migration	6
6	<b>Ethics and Social Responsibility</b> Market exploitation, consumer manipulation, social responsibility: promoting socially beneficial causes and ethical obligations	2
7	<b>Consumer research</b> Consumer research process and design, consumer research categories: qualitative and quantitative, methods and designs of qualitative and quantitative researches,	6
<b>References</b>		
<b>Textbooks</b> 1. Consumer Behavior (2019) by Schiffmann, L.G., Wisenblit, J. & Kumar, S. R. Pearson India Education. 12 <sup>th</sup> edition  <b>References</b> 1. Consumer Behavior ( latest edition) by <a href="#">David L. Loudon</a> , <a href="#">Albert J. Della Bitta</a> . Mc Graw Hill Education. 2. Consumer Behavior (2020). Solomon, M. R. Pearson Education 13 <sup>th</sup> edition		
<b>Pedagogy</b> <ul style="list-style-type: none"> <li>• Assignments</li> <li>• Group projects</li> <li>• Online quizzes</li> <li>• Presentations</li> <li>• Work-based projects</li> <li>• Examinations</li> </ul>		

<b>Course Title:</b> Business Planning (Specialization II: ESBM)		
<b>Course Code Number:</b> EBM544A		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 2</b> Semester IV		
<b>Course Objectives</b>	This course aims to help the students to acquire in-depth knowledge to develop a viable business plan for a new business venture. The process of developing a business plan begins with identifying business opportunity, ensuring feasibility - technological, market and financial, and preparing a convincing plan for the new venture with sustainable way.	
<b>Course Description</b>	This course deals on the concept of business plan, opportunity analysis, business canvas model, marketing analysis, human resources plan, financial forecasting, risk assessments and action plan for implementing new business venture.	
<b>Learning Outcomes</b>	On successful completion of this course, students will be able to: <ul style="list-style-type: none"> <li>• Identify and investigate the viability of a new business venture opportunity;</li> <li>• Perform market research and analyze unmet needs of target customers including their seeking behavior;</li> <li>• Prepare and evaluate the financial planning for the new business venture;</li> <li>• Assess new proposed business's risk;</li> <li>• Assess the overall feasibility, i.e., technical, market and financial, of a new business venture</li> <li>• Develop a comprehensive business plan for a new venture</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to Business Plan</b>	<b>5</b>
	Concept of business plan, Audience of the business plan, Methods of preparing a business plan, Expectations from the investor and lender, Types of business plans, Format and organization of a business plan, Contents and structure of a business plan	
<b>2</b>	<b>Opportunity Analysis</b>	<b>11</b>
	Market research, Industry and customer analysis, Competitor analysis (4 Ps), Sources of industry, customer, and competitor information, Market segmentation, targeting and positioning, Marketing strategies, Business model canvas	
<b>3</b>	<b>Organization Plan</b>	<b>4</b>
	Company name, Legal identity, Location, Space requirement, floor plan, Forms of ownership, Vision, mission and value, Theory of change, Beneficiaries	
<b>4</b>	<b>Products and Services</b>	<b>5</b>
	Product description, Product attributes, manufacturing process and distribution, Research and development, Product life cycle, Costing and pricing, Quality assurance and control, Inventory planning, Intellectual property, Business structure (Flow chart)	
<b>5</b>	<b>Human Resources</b>	<b>3</b>
	Management team, Labor forces, Technical skills, Attitudes of managers	
<b>6</b>	<b>Marketing Plan</b>	<b>6</b>
	Product and service strategy, Pricing strategy, Distribution strategy, Forms of promotion, Selling strategy, Publicity strategy, Sales promotion strategy, Future growth strategies, Sales forecast	
<b>7</b>	<b>Financial Planning</b>	<b>6</b>
	Income statement projections (sales revenue and expenditures), Cash flow projections (operating, investing and financing activities), Balance sheet projections, Key financial ratios, Financial analysis	
<b>8</b>	<b>Risks and Sensitivity Analysis</b>	



	Types of risks, Managing opportunities, SWOT analysis	<b>5</b>
<b>9</b>	<b>Strategic Action Plan</b>	<b>3</b>
	Implementation plan	
<b>References</b>		
<b>Textbooks</b>		
<ol style="list-style-type: none"> <li>1. Sellars, D. (2009). <i>Business plan project: A step-by-step guide to writing a business plan.</i> Business expert Press</li> <li>2. UNCTAD. <i>How to Prepare Your Business Plan?</i> United Nations</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments</li> <li>• Group projects</li> <li>• Online quizzes</li> <li>• Presentations</li> <li>• Work-based projects</li> <li>• Examinations</li> </ul>		

<b>Course Title:</b>	<b>Social Entrepreneurship and Innovation (Specialization II: ESBM)</b>
<b>Course Code Number:</b>	<b>EBM544B</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>

<b>Course Objectives</b>	This course aims to help the students to acquire in-depth knowledge of the theory and practical approaches of social entrepreneurship and innovation. The purpose of this course is to expose students with an understanding of the concept and principles of social entrepreneurship together with a knowledge of the analytical techniques and skills for developing and establishing social enterprises as a career of social entrepreneur.	
<b>Course Description</b>	This course deals on the concept of social innovation, theoretical perspectives on social enterprises, and the practice of social enterprises. The emphasis is on developing skills, competencies, techniques and knowledge of students related to successfully understand, establish and operation of social enterprise as a social entrepreneur and change agent.	
<b>Learning Outcomes</b>	On successful completion of this course, students will be able to: <ul style="list-style-type: none"> <li>• appreciate social innovation and business model;</li> <li>• evaluate the third sector and the social economy;</li> <li>• develop the knowledge and skills necessary to establish social enterprises and its' operation;</li> <li>• develop a critical understanding of the governance, strategic management, planning, employee relations, leadership and social entrepreneurship;</li> <li>• appreciate social value, ethics and sustainability;</li> <li>• analyze income streams, funds, profit, accounting, loan and equity financing and</li> <li>• measure social outcomes and impacts</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction to Social Innovation</b> the evolution of corporate social responsibility, the bottom of the pyramid theory, definition of social innovation, social innovation for the low-income markets, corporate social entrepreneurship and new business model	<b>6</b>
<b>2</b>	<b>Theoretical Perspective on Social Enterprises</b> the third sector and the social economy, new public management and the private sector, definition of social enterprise (description of social enterprise, cross-sector models of social enterprises and social capital, social enterprise as an activity), social and ethical capital (concept on social capital, values, ethics and sustainability; ethical capital as a framework for understanding social enterprise), globalization and international perspective	<b>12</b>
<b>3</b>	<b>Corporate Social Entrepreneurship and New Business Model</b> concept of corporate social entrepreneurship (CSE), the social business model framework, CSE for the low-income market, social innovation in governance and the ecosystem	<b>6</b>
<b>4</b>	<b>The Practices of Social enterprise</b> management debates (outlining a perspective on social enterprise education, comparing key texts on social enterprise management), identities and legalities (values, identities and social practices, legal identities)	<b>6</b>
<b>5</b>	<b>Strategic Management, Planning and Governance</b> concept of strategic management, operationalizing strategic management and planning, assessing strategic management and planning, discourses on managing people, governance and HRM concept, Recruitment, selection and induction	<b>3</b>
<b>6</b>	<b>Leadership and Social Entrepreneurship</b> concept and theories of leadership, leadership perspectives on entrepreneurship	<b>5</b>
<b>7</b>	<b>Income Streams and Social Investment</b> income and investment activities, fund, profits and accounting, loan and equity financing, social investment fund	<b>6</b>
<b>8</b>	<b>Measuring Social Outcomes and Impacts</b> concept, performance as a concept, social accounting practice (A qualitative approach: social accounting and audit (SAA); Quantitative measures: social return on investment (SROI)), SAA and SROI: Similarities and differences, Critical perspectives on social accounting, Implications for social accounting	<b>4</b>

<b>References</b>		
<b>Text Books</b>		
<ol style="list-style-type: none"><li>1. Michelini, L. (2012). <i>Social innovation and new business models: Creating shared value in low-income markets</i>. Springer</li><li>2. Ridley-Duff, R., &amp; Bull, M. (2013). <i>Understanding social enterprise: Theory and Practice</i>. Sage</li></ol>		
<b>Reference Books</b>		
<ol style="list-style-type: none"><li>1. Bornstein, D., &amp; Davis, S. (2010). <i>Social Entrepreneurship: What Everyone Needs to Know</i>. Oxford University Press</li><li>2. Brooks A. C. (2008). <i>Social Entrepreneurship: A modern approach to social value creation</i>. Prentice-Hal India Ltd.</li><li>3. Gunn, R., &amp; Durkin, C. (2016). <i>Social entrepreneurship: A skills approach (2<sup>nd</sup> edition)</i>. The Policy Press</li><li>4. Sampson, D. N. (2011). <i>Social entrepreneurship</i>. Nova Science Publishers</li></ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"><li>• Assignments</li><li>• Group projects</li><li>• Online quizzes</li><li>• Presentations</li><li>• Work-based projects</li><li>• Examinations</li></ul>		

<b>Course Title:</b>		<b>Compensation Management (Specialization II: HRM)</b>
<b>Course Code Number:</b>		<b>HRM544</b>
<b>Credit Hours:</b>		<b>03</b>
<b>Level:</b>		<b>Master</b>
<b>Year: 2</b>		<b>Semester IV</b>
<b>Course Objectives</b>	This course aims to delineate concepts and practices of compensation management. In addition, this course also enhances the skills of students to develop compensation policies and structure salary and wages in organizations.	
<b>Course Description</b>	This course comprises contents an introduction to compensation management, pay structure and design, strategic compensation, employee benefits and services, executive compensation and international compensation practices. At the end of each chapter, the instructor will administer two cases.	
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand concepts and theories of compensation</li> <li>• Design the pay structure</li> <li>• Develop the compensation strategy</li> <li>• Explain the elements of employee benefits</li> <li>• Analyze the components of executive and international compensation</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>8</b>
	Concept and types of compensation; Compensation policies; Components of compensation, Direct vs. indirect compensation, Strategic perspectives to compensation management, Individual and team pay; Wage and compensation; Wage differential; Theories of wages, criteria of wage fixation; Pay techniques, Emerging issues and challenges of compensation management in Nepal.	
<b>2</b>	<b>Pay Structure Design</b>	<b>12</b>
	Concept; Application of job analysis and evaluation in structuring pay; Components for structuring pay- wage and salary surveys, the wage curve, pay grades and ranges, preparing salary matrix, fixing pay; Pay differential; Job-based vs. person based pay structure; Collective bargaining process in pay determination; provisions of pay fixation; Components of pay structure design in Nepalese organizations.	
<b>3</b>	<b>Strategic Compensation</b>	<b>8</b>
	Concept; Strategic reasons for incentives; Internal structure shaping compensation strategy; Strategic choices in designing internal structures; Compensation similarities and differences within same industry and company; Developing compensation strategy.	
<b>4</b>	<b>Employee Benefits and Services</b>	<b>8</b>
	Nature and types of benefits; Benefit determination process; costing benefits, Social security; flexible benefits; provisions for provident fund, retirement benefits and social security in Nepal; Employee benefits and services administration in Nepal.	
<b>5</b>	<b>Executive Compensation</b>	<b>6</b>
	Concepts and elements of executive compensation; Economic, behavioral, goal setting, and agency theories of executive compensation, Designing executive compensation; Components of executive compensation; Executive compensation determination in Nepal.	
<b>6</b>	<b>International Compensation</b>	<b>6</b>
	Concepts; Policies, objectives and Key components; Approaches and emerging issues in international compensation management.	
<b>Basic and Reference Books</b>		
1. George Milkovich, Jerry Newman and Berry Gerhart, <i>Compensation</i> , New Delhi: McGraw-Hill.		
2. Berry Gehart and Jerry Newman, <i>Compensation</i> , New Delhi: McGraw-Hill.		

3. Mousumi s. Bhattacharya and Nilanjan Sengupta, *Compensation Management*, New Delhi: Excell Books.
4. Dipak Kumar Bhattacharyya, *Compensation Management*, New Delhi: Oxford University Press
5. B D Singh, *Compensation and Reward Management*, New Delhi: Excel Books.

**Pedagogy**

- Assignments/Group projects
- Online quizzes/Presentations
- Work-based projects/Examinations

**Specialization III**

<b>Course Title:</b>	<b>Strategic Financial Management (Specialization III: Finance)</b>
<b>Course Code Number:</b>	<b>FIN545</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	This course aims to provide students detail insight about the financial decision making in the business organization. This course also aims to provide students a

	clear understanding of various tools and techniques required for proper financial decision through valuing long-term securities, making proper dividend decision and providing knowledge about merger and acquisition.
<b>Course Description</b>	This course provides the broad knowledge about issuing securities, valuation of bond and stocks, dividend policy, warrant and convertibles, valuation of option and merger and acquisition.
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand concepts and theories and practices of financial decision making in business organization,</li> <li>• Lead students acquire knowledge about merger and acquisition</li> <li>• Understand issuing securities</li> </ul>

<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Issuing securities</b> Public offering of securities: Traditional underwriting, Selling common stocks through right issue: Primitive rights, Value of rights; Venture capital; Initial public offerings;	<b>5</b>
<b>2</b>	<b>Valuation of Bonds &amp; Stocks</b> Meaning of bond; Bond valuation; Yield of bond; Features and valuation of preferred stocks; Features and valuation of common stocks: zero growth stock, Constant growth stock, non-constant growth stock, stock valuation by free cash flow approach	<b>10</b>
<b>3</b>	<b>Dividend Policy</b> Concept of dividend policy, Dividend payment procedure, Factors influencing dividend policy, Dividend payout schemes, Stock dividends, Stock splits, and Repurchase of stock	<b>10</b>
<b>4</b>	<b>Warrants and Convertibles</b> Meaning and characteristics of warrants, Valuation of warrants, Use of warrants in financing, Meaning and characteristics of convertibles, Rationale for the use of convertibles, Valuation of convertible securities	<b>8</b>
<b>5</b>	<b>Option Valuation</b> Concept of an option; Expiration date value of an option; Binomial option pricing of a hedged position; The Black-Scholes option model; American options	<b>10</b>
<b>6</b>	<b>Merger and Acquisition</b> Meaning and types of merger and acquisition; Process of merger and acquisition; Methods of payment in merger and acquisition; Advantages of merger and acquisition; Reverse merger; Leveraged buyouts; Management buyouts	<b>5</b>

#### **Basic and Reference Books**

##### **Textbooks**

1. Brigham, E. F. & Ehrhardt, M. C. (2010). Financial management: Theory and practice, (13th ed). New Delhi: Cengage Learning India.
2. Van Horne, J. C. & Wachowicz, J. M. (2009). Fundamentals of financial management (13th ed). Pearson Education Limited.

##### **References**

1. Van Horne, J. C. (2009). Financial management and policy (12th ed). Pearson Education Limited
2. Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). Corporate finance (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

3. Khan, M.Y. & Jain, P. K. (2013). Financial Management (6<sup>th</sup> ed.) Tata McGraw Hill
4. Pandey, I. M. (2015). Financial Management (11<sup>th</sup> ed.) Vikas Publishing House Pvt. Ltd.

**Pedagogy**

- Assignments/Group projects
- Online quizzes/Presentations
- Work-based projects/Examinations

<b>Course Title:</b> Brand Management (Specialization III: Marketing)		
<b>Course Code Number:</b> MKT545		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 2</b> Semester IV		
<b>Course Objectives</b>	The core objective of the course is to develop clarity in the students about brands, branding process and importance of branding for competitive advantage. This aims to familiarize them with brand building process in theoretical and applied perspectives and enable them to examine and identify brand related marketing problems and develop solutions thereto. This course intends to develop in students the knowledge and skills on brand management so that they can successfully design and implement brand marketing programs in the industry they work for.	
<b>Course Description</b>	This course addresses the managerial steps and priorities in relation to creating, developing and managing brands. This introduces the students core branding concepts, developing brand strategies and designing marketing programs in line with brand strategies. This also guides the students in undertaking research for tracking sources of brand equity, measuring the strength of brands and identifying strength and weakness associated with brand equity.	
<b>Learning Outcomes</b>	Upon the successful completion of the course, the students will be able to: <ul style="list-style-type: none"> <li>• Understand and describe the key concepts associated with brand management</li> <li>• Describe why branding matters and how a business organization works toward developing brand</li> <li>• Discover brand related problems of existing businesses and use their knowledge and skills in developing brand strategies for sustainable and strong brand equity</li> <li>• Successfully manage brand and brand related issues in a business with multiple products</li> <li>• Initiate brand related consumer and product research projects</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>6</b>
	Meaning of brand, branding and brand management, Importance of branding to consumers and firms. Branding of various entities, Branding challenges and opportunities, The brand equity concept. Strategic brand management process.	
<b>2</b>	<b>Developing Brand Strategy</b>	<b>7</b>
	Customer based brand equity, sources of brand equity, establishing brand positioning, positioning guideline, Brand mantras Brand resonance and brand value chain: Building strong brands, stages and implication of brand value chain	
<b>3</b>	<b>Designing and implementing brand marketing program</b>	<b>13</b>
	Brands elements for brand equity: criteria of choosing brand elements, options and tactics for brand elements Designing marketing programs to build brand equity: New perspectives on marketing, integrating marketing; product, pricing and channel strategies; communication strategies: role of multiple communications, brand amplifiers-public relations, publicity and word of mouth, developing integrated marketing communication programs; branding in digital era: key issues in digital era branding, brand engagement, influencer marketing, brand management structure; Ways to leverage secondary brand associations	
<b>4</b>	<b>Brand Management System</b>	<b>11</b>
	Conducting brand audits, brand tracking studies, establishing brand equity management system; qualitative and quantitative techniques of measuring sources of brand equity, comprehensive model of consumer-based brand equity, comparative and holistic methods of measuring outcomes of brand equity	
<b>5</b>	<b>Growing and sustaining brand equity</b>	<b>11</b>
	Developing brand architecture strategy, brand hierarchies, brand extension-merits, demerits and guidelines, managing brand over time: reinforcing and revitalizing brands, brand portfolio and adjustments, strategic brand	



	management guideline, global brand strategy, building global customer-based brand equity,	
<b>Basic and Reference Books</b>		
<b>Basic text book</b>		
1. Keller, K.L. & Swaminathan, V. (2020). <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> (5 <sup>th</sup> ed.). Pearson Education Inc.		
<b>Reference book</b>		
2. Chervnev, A. (2020). <i>Strategic Brand Management</i> (3 <sup>rd</sup> ed.). Cerebellum Press. USA		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b> Small Business Marketing (Specialization III: ESBM)		
<b>Course Code Number:</b> EBM545		
<b>Credit Hours:</b> 03		
<b>Level:</b> Master		
<b>Year: 2</b> Semester IV		
<b>Course Objectives</b>	This course is designed to discuss marketing strategies useful for small businesses which is required to survive and grow in a competitive market to face the challenges of larger and multinational firms. Students are expected to get comprehensive and deep understanding on the entrepreneurial marketing strategies suitable for small firms. This course provides opportunities for students to explore the nature of entrepreneurial marketing principles and strategies.	
<b>Course Description</b>	This course deals with marketing concepts, principles and strategies suitable for small businesses. Major topics included are entrepreneurial marketing, understanding customers, segmentation and targeting, opportunity assessment, positioning and marketing mix. Since this course is based on standard marketing management as core course, the students must have completed marketing course before attending this course.	
<b>Learning Outcomes</b>	<p><i>Students after completing this course will be able to:</i></p> <ul style="list-style-type: none"> <li>• Explain the concept of marketing management in entrepreneurial perspective.</li> <li>• Evaluate marketing opportunities for products and services for small businesses;</li> <li>• Assess external marketing environment, customers' demand and competitive situations;</li> <li>• Develop marketing strategies for product, brand, price, place and promotion for small businesses;</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<p><b>Marketing in an Entrepreneurial Context</b></p> <p>Marketing for small firms; An overview of marketing concepts; why marketing in new venture and small firms is different; Marketing to discover and satisfy customers' needs; Market fulfillment versus market creation; social media and Entrepreneurial game; Scanning five forces of entrepreneurial marketing environment, Current issues and challenges of marketing for small businesses in Nepal.</p>	<b>4</b>
<b>2</b>	<p><b>Finding and Evaluating the Right Marketing Opportunity</b></p> <p>Marketing opportunity for small business; recognition and discovery of marketing opportunities, Where to look; Veiled and Niche opportunities, Using customers voice to determine extent of the opportunities, opportunities and business model, assessment of marketing opportunities and the business models for small firms in Nepal.</p>	<b>6</b>
<b>3</b>	<p><b>Using Marketing Research to Ensure Entrepreneurial Success</b></p> <p>Marketing research for small business; Suitable types and methods of marketing research for small business; Designing a marketing information system in small businesses, Dealing with research design issues for small businesses, marketing information system and research design of small businesses in Nepal</p>	<b>6</b>
<b>4</b>	<p><b>Understanding Customers and Competitors</b></p> <p>Understanding the customers and influencing factors: psychology, socio culture, situational and marketing mix; Understanding business customers, business buying criteria, understanding competition for small firms, understanding buyers' behavior in Nepal.</p>	<b>5</b>

5	<b>Segmentation, Targeting and Positioning</b> Market Segmentation; Ways to segment market; Selecting target segments; positioning, perceptual mapping for small businesses.	6
6	<b>Developing New Products and Services</b> Types of new products and services, Characteristics of successful new products and services; The new product /service process; Adoption and diffusion of new product/services; managing products/services over their life cycles.	5
7	<b>Building and Sustaining the Entrepreneurial Brand</b> Concept of a brand; Why entrepreneurial branding; good brand, The entrepreneurial branding process; Entrepreneurial branding strategies; The importance of brand equity creation and valuing.	4
8	<b>Entrepreneurial Pricing</b> The pricing Parameters: Cost based, competition based, customer based; Entrepreneurial pricing advice.	4
9	<b>Entrepreneurial Channel Development and Supply Chain Management</b> Understanding Channels, Channel options, Channel drivers, Choosing a channel strategy, Channel design imperatives, Formalized channel arrangements, Supply chain management.	5
10	<b>Entrepreneurial Promotion: Doing More with Less</b> Promotion; The role of promotion; The promotional mix; Integrated promotion plan	3
<b>References</b>		
<b>Basic Text:</b> 1. Crane, Frederick G. <i>Marketing for Entrepreneurs</i> , California: Sage Publications Inc. <b>References</b> 2. . Hisrich, Robert D. and Ramadani, Veland, <i>Entrepreneurial Marketing A practical managerial Approach</i> , Edward Elgar Publishing		
<b>Pedagogy</b> <ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

<b>Course Title:</b>	<b>Employee Relations (Specialization III: HRM)</b>	
<b>Course Code Number:</b>	<b>HRM545</b>	
<b>Credit Hours:</b>	<b>03</b>	
<b>Level:</b>	<b>Master</b>	
<b>Year: 2</b>	<b>Semester IV</b>	
<b>Course Objectives</b>	The purpose of this course is to familiarize students with different dimensions of employee relations at work.	
<b>Course Description</b>	This course comprises an introduction to employee relations, industrial relations, employee involvement, participation and conflict, employee motivation and job design, employee empowerment and engagement and emerging issues in employee relations. At the end of each chapter, the instructor will administer two cases.	
<b>Learning Outcomes</b>	Students after completing this course will be able to: <ul style="list-style-type: none"> <li>• Understand concepts of and perspectives on employee relations</li> <li>• Promote the employee relations at work</li> <li>• Explain different forms of employment relations</li> <li>• Interpret the shop-floor management approaches</li> <li>• Apply motivation theory to design jobs and empower employees</li> <li>• Analyse the emerging issues in employee relations.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>7</b>
	Concepts and scope of employee relations; Importance; Key contributors to employee relations—government, employer associations, trade union; Employee relations vs industrial relations; Employee relations and employment relations; The context of employee relations; Perspectives to employee relations.	
<b>2</b>	<b>Industrial Relations</b>	<b>8</b>
	Concept; Unitary and pluralist forms of employment relations; Changing perspective of industrial relations, Protecting employers' and employees' rights; Joint consultations; Collective bargaining process and challenges; Shop floor management; Grievance handling; Disciplinary procedures; Features of Trade Union Act of Nepal.	
<b>3</b>	<b>Employee Involvement, participation and Conflict</b>	<b>10</b>
	Concepts; Comparison of involvement and participation; the rationale for employee participation; Approaches and conditions to employee participation; Involvement and participation for organizational and individual performance; the role of communication; Shop-floor management approaches; Joint consultations; Dispute and grievance handling at work; Discipline procedures; Conflict management approaches; Collective conflict dissolution.	
<b>4</b>	<b>Employee Motivation and Job Design</b>	<b>8</b>
	Theories of motivation; Application of motivation theories in designing jobs; Job enrichment and enlargement; Socio-technical approach; Job characteristics model; Interdisciplinary perspectives on work design; Model of group effectiveness; Information technology and new forms of work; Organizational transformations; The changing composition of the workforce.	
<b>5</b>	<b>Employee Empowerment and Engagement</b>	<b>8</b>
	Concept and importance; Psychology empowerment; Management empowerment; Cross-functional team empowerment; individual empowerment; Theory of employee engagement; Empowerment and engagement; Application of motivation theories in employee empowerment and engagement.	
<b>6</b>	<b>Issues in Employee Relations</b>	<b>7</b>
	Roles and challenges of line and staff managers at work; types of the workforce; Managing work-life balance; Compliance and commitment at work; Workplace democracy; Aligning business life-cycle with employee	

	relations practices; Technology transformation and skill development approaches; Work environment; Organizational culture and working environment; Role of line managers in organizational learning; Knowledge management; Diversity management; Inclusive workplace; Benefits and challenges of managing transgender and differently-abled workforce at workplaces.	
<b>Basic and Reference Books</b>		
<ol style="list-style-type: none"> <li>1. Elizabeth Aylott, <i>Employee Relations: A Practical Introduction</i>, CIPD: Koganpage</li> <li>2. David Farnham, <i>Employee Relations in Context</i>, CIPD</li> <li>3. Mike Leat, <i>Exploring Employee Relations: A Practical Introduction</i>, CIPD</li> <li>4. Jeff Heman and Bob Mason, <i>Managing Employee Involvement and Participation</i>, New Delhi: Sage Publications</li> <li>5. Sharon Parker and Toby Wall, <i>Job and Work Design: Organizing Work to Promote Wellbeing and Effectiveness</i>, New Delhi: Sage Publications</li> <li>6. Kenneth L Murrell and Mimi Meredith, <i>Empowering Employees</i>, New Delhi: McGraw-Hill</li> <li>7. Michàlle E. Mor-Barak, <i>Managing Diversity: Toward a Globally Inclusive Workplace</i>, New Delhi: Sage Publications.</li> </ol>		
<b>Pedagogy</b>		
<ul style="list-style-type: none"> <li>• Assignments/Group projects</li> <li>• Online quizzes/Presentations</li> <li>• Work-based projects/Examinations</li> </ul>		

## Elective II

<b>Course Title:</b>	<b>Rural Development (Elective II)</b>
<b>Course Code Number:</b>	<b>MGT546A</b>
<b>Credit Hours:</b>	<b>02</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	The course aims at equipping students with the foundation, principles, approaches and diagnostic abilities for rural development with a focus particularly on Karnali Region of Nepal and enabling them to manage the rural development initiatives.

<b>Course Description</b>	The course Rural Development introduces advanced understanding of meaning and features of rural development and the UN's commitment for social development as well as process of social development in Nepal along with the factors facilitating and hindering social development. The course enables to provide the backdrop for developing, planning and implementing rural development strategies, take corrective actions and more importantly to analyse the present practices and take more appropriate and forward-looking approaches from the perspective of Karnali Region in particular and rural development in general.	
<b>Learning Outcomes</b>	The students after completing the course will be able to: <ul style="list-style-type: none"> <li>• Understand the foundation, aspects and processes of rural development,</li> <li>• Comprehend, analyses and adopt approaches to rural development,</li> <li>• Diagnose the pros and cons of the rural development approaches and suggest appropriate approaches,</li> <li>• Apply and integrate the concepts of social inclusion, social capital formation, social innovation, environment protection and sustainable development in development approaches and strategies,</li> <li>• Conduct comprehensive assessment of the rural development approaches and undertake corrective measures.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Introduction</b>	<b>8</b>
	Concept and dimensions of development, Rural Development: concept and features, Principles of rural development, Indicators of rural development, Factors facilitating rural development, factors hindering rural development, Diagnosing rural development.	
<b>2</b>	<b>Approaches to Rural Development</b>	<b>8</b>
	Community Development Approach, Basic Needs Approach, Integrated Rural Development Approach, Rights Based Approach, Rural Livelihood Approach, Evaluation of approaches, Appropriate approaches for developing Karnali Region.	
<b>3</b>	<b>Socio-Economic Dimensions of Rural Development</b>	<b>5</b>
	Demography and rural development: Population, human and social capital formation, social inclusion, Economic dimensions of rural development: Natural resource management, Rural poverty and employment, Financing rural development. Social innovation.	
<b>4</b>	<b>Planning for Rural Development</b>	<b>8</b>
	Diagnosing needs, resources and infrastructure, Planning Rural Development: Processes, steps and strategies, Sustainable development, Environmental considerations for rural development, Central, regional and local governance and rural development, Monitoring, feedback and corrective actions for rural development.	
<b>5</b>	<b>Rural Development Practicum</b>	<b>3</b>
	Assessment of rural development (initiatives, approaches, duration, leadership, weaknesses in a given area) and reporting or presenting it including feedbacks for corrective actions.	
<b>Basic and Reference Books</b>		
<ol style="list-style-type: none"> <li>1. Bajracharya, Pushkar, Manandhar, Mohan Das, Bajracharya, Rojan (2019). <i>Nepal's Economy in Disarray: the Policies and Politics of Development</i>. New Delhi: Adroit Publishers.</li> <li>2. Bista, Dor Bahadur (1992). <i>Fatalism and Development in Nepal: Nepal's Struggle for Modernization</i>. Calcutta: Orient Longman.</li> <li>3. <a href="#">Castiglione, Dario</a>, <a href="#">Jan, W. Van Deth</a>, <a href="#">Wolleb, Guglielmo</a> (editors) (2008). <i>The Handbook of social capital</i>. London: Oxford University Press.</li> </ol>		

4. Center for Sustainable Systems, University of Michigan. 2016. "Social Development Indicators Factsheet." Pub. No. CSS08-15. Retrieved from [CSS08-15.pdf \(umich.edu\)](#)
5. Chambers, R. (1989). *Rural development: Putting the last first*. London: Longman Publishers.
6. Kunwar, K. B. (2010). *Rural development in developing countries* (2nd ed.). Kathmandu: Meena Prakashan
7. Mathema, K.R.B. (2001). *Strategies of rural development in Nepal: Some observations some thoughts*. Kathmandu: Sita Devi Mathema
8. Horn, Robert V (1993). Development applications of indicators. *Statistical indicators for the economic and social sciences* (pp. 67-101). UK: The Cambridge.
9. King, Megan F., Vivian F. Renó & Evelyn M. L. M. Novo (2014). The concept, dimensions and methods of assessment of human well-being within a socioecological context: A literature review. *Social Indicators Research*, 116(3), 681-698.
10. Rapley, J. (2013). *Understanding development: Theory and practice in the third world*. New York: Routledge.
11. Regmi, K. D. (2018). Foundational models of development, underlying assumptions and critiques. *Social Change*, 48(3), 325-344 <https://www.academia.edu/download/61280718/Regmi-2018.pdf>
12. *Social Indicators of Development 1996* (Baltimore: Johns Hopkins University Press). [World Economy in Transition: Social Indicators of Development - Finance & Development - June 1996 - Sulekha Patel \(imf.org\)](#)
13. UN. Department of economic and social affairs (2021). *World Social Report*. retrieved from [World-Social-Report-2021\\_web\\_FINAL.pdf \(un.org\)](#)

#### **Pedagogy**

- Assignments/Group projects
- Online quizzes/Presentations
- Work-based projects/Examinations

<b>Course Title:</b>	<b>Independent Course in Natural Resource Management in Karnali (Elective II)</b>
<b>Course Code Number:</b>	<b>MGT 546B</b>
<b>Credit Hours:</b>	<b>02</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>
<b>Course Objectives</b>	<p><b>An independent study</b> course in Natural Resource Management is a form of educational activity undertaken by individual students where they work very closely with their professor (supervisor) upon a topic, issue or subject. Students selecting independent study option in natural resource management as their elective course create their own course on a topic of their choice, selecting a specific issue relevant to the local context, and working in concert with their faculty advisor and supervisor.</p> <p>This course is particularly beneficial to students who are looking for something different - a special field experience, a chance to try research, or simply explore an issue in more depth. Independent studies thus provide a way for well-motivated students to pursue a topic of interest that does not necessarily fit into a traditional academic curriculum. It is a way for students to learn specialized material or gain research and practical experience.</p>

<p><b>Course Description</b></p>	<p>The independent study course in Natural Resource Management involves independent student work as the primary mode of instruction augmented by required interactions with a faculty member acting as an advisor. The supervising faculty member, and the student, will document the course topic, learning outcomes, scope of work, nature of student/faculty contacts during the semester, and the criteria for evaluating the results of the independent work.</p> <p>The independent study course requires the approval of the Director of MUSOM and head of the concerned department. All work is conducted under the supervision and evaluation of a faculty member, which in most cases is the student's advisor.</p>
<p><b>Learning Outcomes</b></p>	<p>The benefits of independent study include one-on-one attention, more focused exploration of a topic or issue that interests students, and more flexible scheduling. An independent study is also a great chance to explore modes of learning that might differ from the established teaching-learning culture at MUSOM. Ideally, an independent study supplements and complements what academic program's curriculum already offers.</p> <p>Students will consider the skills of reading, writing and seminar presentation in the context of natural resource management studies. They will gain understanding of how to plan their project/study and therefore make effective use of their time and resources. They will also learn how to manage assignment work and deadlines, and prepare for final seminar presentation.</p> <p><i>Students after completing this course will be able to:</i></p> <ul style="list-style-type: none"> <li>▪ Discuss the concept and relevance of natural resource management in the context of Nepal;</li> <li>▪ Discuss the emerging issues and challenges in natural resource management and environmental complexities;</li> <li>▪ Demonstrate a command of knowledge and proper understanding of the emerging population, biodiversity and ecology issues and practices;</li> <li>▪ Explain the latest developments and contributions of natural resource management theory, research and practice;</li> <li>▪ Describe how the field of natural resource management thinking is changing;</li> <li>▪ Explain and demonstrate the value of emerging natural resource management concepts of governance, society and livelihood issues, and their implications for sustainability and rural development;</li> <li>▪ Assess the significance of the emerging concepts like natural resource planning, policy instruments, community-based programs, ecology and environment in the Nepalese context;</li> <li>▪ Apply the knowledge of contemporary natural resource management concepts to address socio-economic and business issues in the local context;</li> <li>▪ Prepare the study report for seminar presentation and evaluation.</li> </ul>
<p><b>Proposal for Independent Study</b></p>	
<p>The scope of an independent study can be broad or deep, but the extent of students' engagement with the topic should be of sufficient amount to equal a standard course. Students are advised to consult with their faculty advisors for potential issues or topics of study. Independent study courses allow students to study subject matter not included or not treated in sufficient depth in a regularly offered course.</p> <p>Students will generally have to write up a proposal, which should include:</p> <ul style="list-style-type: none"> <li>▪ the proposed study issue, topic, or activity to pursue;</li> <li>▪ statement of the purpose or goal of the independent study project;</li> <li>▪ an explanation of the rationale and relevance of the subject of study in the local context;</li> <li>▪ a description of the proposed subject matter or study issue;</li> <li>▪ a description of the proposed research methodology;</li> <li>▪ a preliminary reading list;</li> </ul>	



- a description of the learning documents and bibliography that a student will review and study during the period of the course.

## **Contents**

In line with the contemporary focus of the course, the following issues or topics have been suggested. Any one of these issue or topic will be explored in relation to existing literature, its relevance in the local and Nepalese context, and the likely impact on current policies and practices in Nepal.

This course focuses on the contemporary view of natural resource management and will educate students and give them an opportunity to practice their skills in a variety of conceptual, policy and practical issues relating to natural resource management, including but not limited to:

- Human-nature (environment) relationship
- Ecology, bio-diversity, environment, sustainability and related socio-economic issues
- Environmental impact assessment and auditing
- Natural resource planning and management issues
- Governance and policy instruments for natural resources
- Society, livelihood and participatory development
- Community-based natural resource management
- Sustainable natural resource management
- Natural resource management and rural development issues
- Tourism and natural resource management
- Participatory natural resource management
- Impact of natural resource management on agriculture and land use
- Social networks in natural resource management
- Public policy and natural resource management
- Economic issues related to natural resources
- Real estate business and its environmental implications
- Community forestry
- Forestry-based cottage industries or micro-enterprises
- Nepal's energy resources and consumption
- Water resource management
- Urban waste management
- Natural resource management for entrepreneurship development

## **Required Readings and Instructional Materials**

The reading and other instructional materials will be determined jointly by the supervisor and student to insure that current and relevant concepts, theories and practices are present.

<b>Course Title:</b> Economic Diplomacy for Promoting Trade & Economic Relations in Karnali & Lumbini Pradesh (Elective II)		
<b>Course Code Number:</b> MGT 546C		
<b>Credit Hours:</b> 02		
<b>Level:</b> Master		
<b>Year: 2</b> Semester IV		
<b>Course Objectives</b>	The objective of this course is to enable students to assess the concepts, theories and practices on economic diplomacy and equip them with skills and knowledge to inculcate a culture of diplomacy to integrate diplomacy and management in economic issues.	
<b>Course Description</b>	This course is to make students aware of concepts and practices of economic diplomacy. Students can learn how to assess economic issues ranging from international trade, foreign employment and diaspora management, understand and explore roles of diverse institutions for economic growth.	
<b>Learning Outcomes</b>	<p>After the completion of the course the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the basic principles, ethos and aspects of economic diplomacy,</li> <li>• Assess and apply economic diplomacy in economic issues like international trade, foreign assistance, FDI, Foreign Employment and Diaspora management, handle challenges and promote for the development of the nation state,</li> <li>• Analyze and critique the role, functioning and operations and national and international institutions with a role in economic diplomacy,</li> <li>• Evaluate the economic diplomacy in action.</li> </ul>	
<b>Unit</b>	<b>Contents</b>	<b>LH</b>
<b>1</b>	<b>Economic Diplomacy</b> Introduction to Economic Diplomacy including New Economic Diplomacy, Evolution of Economic Diplomacy as a separate area within Diplomacy, Economic Diplomacy within the broader perspective of National Security, Basic requirements for effective economic diplomacy, Nepal's Economic Diplomacy, Treaties, Conventions, Agreements and Diplomacy.	<b>6</b>
<b>2</b>	<b>International Trade and Economic Diplomacy</b> International Trade: Brief overview of international trade, trade and growth, dispute settlement, Trade negotiations, Trade in services, Diplomacy and trade in services, Tourism: Promoting tourism, Role of diplomacy in tourism promotion.	<b>5</b>
<b>3</b>	<b>International Assistance and Economic Diplomacy</b> Foreign Aid/Assistance: Role, need, Nepal's foreign Aid policy, Aid for trade, Management of foreign aid, Cautions. Role of diplomacy in enhancing meaningful assistance, Foreign Debt: need, terms and conditions, debt burden, debt management and diplomacy and initiatives for debt waiver.	<b>4</b>
<b>4</b>	<b>FDI, Foreign Employment, Diaspora and Economic Diplomacy</b> Foreign Direct Investment (FDI): Need, Role, FDI policy in Nepal, Strategies for promoting FDI including economic diplomacy, Cautions for FDI. Foreign Employment: Scope, opportunities, challenges, strategies, overcoming challenges through various means including diplomacy. Diaspora and diplomacy.	<b>7</b>
<b>5</b>	<b>National and International Institutions related to Economic Diplomacy</b> Bilateral: Trade agreements, Transit agreements, Economic sanctions. Regional: SAFTA, BIMSTEC, Regional agreements and diplomacy. Multilateral: World Trade Organization (WTO), International Monetary Fund (IMF), UN system. Ministry of Foreign Affairs Economic diplomacy and global governance.	<b>6</b>
<b>6</b>	<b>Economic Diplomacy in Action</b> Business Delegations and Trade Exhibitions, Role of diplomatic missions in outbound and homebound groups of exhibitions; Delegations accompanying	<b>4</b>

	summits and other official visits, Overview of economic diplomatic practices including way outs for improvements.	
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**Basic and Reference Books**

1. Acharya, Madhu Raman (2019). *Nepal Worldview*. New Delhi/Kathmandu: Adroit Publishers.
2. Baylis, John and Smith, Steve (2005), *Globalization of world politics* (third edition). New York: Oxford.
3. Bayne N. and Woolcock, S. (2011). *The New Economic Diplomacy: Decision Making and Negotiation in International Economic Relations*. Third Edition. New York: Ashgate.
4. Gostisan, I. D. (2012). *New Era of Economic Diplomacy and its Application to Enhance the Economic Security: Valences and its Limits in Small States*. Poland:Pultusk.
5. IFA (2002). *Report of the Policy Study Group on Nepal's Economic Diplomacy*. Kathmandu : Institute of Foreign Affairs.
6. IFA (2008). *A Generic Guidelines for Development Through Economic Diplomacy*. Kathmandu : Institute of Foreign Affairs.
7. IFA/FES (2012). In *A Report on Emerging Challenges of Nepal's Foreign Policy*. Kathmandu : Institute of Foreign Affairs/Friedrich- Ebert-Stiftung.
8. Lindstorm, Gustav (2002). *Diplomats and Diplomacy for the 21<sup>st</sup> Century*. RAND: Arlington, US.
9. Rana, K. S. (2011). *21st Century Diplomacy: A practitioner's Guide*. London/New York: The Continuum International Publishing Group .
10. Raymond, Saner and Yiu, Lichia (2001). *International Economic Diplomacy: Mutation in Post Modern Time: Discussion Paper*. Netherlands Institute of International Relations.

**Pedagogy**

- Assignments/Group projects
- Online quizzes/Presentations
- Work-based projects/Examinations

<b>Course Title:</b>	<b>Graduate Research Project (GRP): Writing Guidelines</b>
<b>Course Code Number:</b>	<b>MGT 547</b>
<b>Credit Hours:</b>	<b>03</b>
<b>Level:</b>	<b>Master</b>
<b>Year: 2</b>	<b>Semester IV</b>

### **Introduction**

These guidelines provide MBA students at MUSOM with essential information about how to prepare and submit GRP in a format acceptable to the School of Management. The topics range from introduction to GRP project, proposal writing, length of the report, writing style, report composition, structure and evaluation to the completion of required formats and forms.

GRP writing is an integral part of the MBA studies at MUSOM. Towards the end of their MBA 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 GRP explores business questions as they relate to industries, business climate, and business practices, focusing on findings in related research plus the methodological alternatives. The GRP thus involves conceptualizing, planning, implementing, and writing up a report, which extends knowledge in the subject area under investigation.

### **Objectives of the GRP**

The GRP 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.

Specifically, the objectives of the GRP include:

- 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.

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.

### **GRP Proposal**

Students must submit a GRP 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 GRP 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 GRP. They need to be sure to get approval from their supervisors for any changes they intend to make in their GRP.

### **Approval and Supervision of GRP**

The GRP 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 GRP work must comply with any requirements advised by the concerned supervisor.
- The work in a GRP 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 GRP to MUSOM for initial comments and corrections. After satisfactorily accommodating all recommended corrections, students shall submit two hard-bound copies of their GRP 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 GRP Report**

The GRP 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 GRP report will be 30% and 70% respectively.

### **Structure of the GRP Report**

Students must carefully read their course information details to ensure that they comply with what their supervisors stipulate. A GRP 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:

#### **Preliminary Materials**

Title page of the GRP  
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 Survey and Theoretical Framework
Chapter III	Research Methods
Chapter IV	Data Presentation and Interpretation
Chapter V	Findings, Conclusion and Implications
<b>Supplementary Materials</b>	
References	
Appendices	
<b>Body of The GRP Report</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>▪ Background information on the topic so that students are able to ‘place’ their research in the context. The contents of this chapter may include:</li> <li>▪ Background of the Study</li> <li>▪ Problem Statement</li> <li>▪ Purpose of the Study</li> <li>▪ Research Questions or Hypotheses</li> <li>▪ Significance of the Study</li> <li>▪ Definitions and Assumptions</li> <li>▪ Structure of the Report</li> </ul>
<b>Literature Survey</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Research Methods</b>	<ul style="list-style-type: none"> <li>▪ 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"> <li>▪ Methods of Research Used</li> <li>▪ Respondents and Sampling Procedure</li> <li>▪ Research Instruments/Questionnaire</li> <li>▪ Pilot Tests</li> <li>▪ Collection of Data</li> <li>▪ Statistical Treatment of Data</li> </ul> </li> </ul>
<b>Analysis</b>	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.
<b>Discussion and Conclusions</b>	<p><b>Discussion</b> – 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.</p> <p><b>Conclusion</b> - This includes key facts from the research findings to help students explain their results as needed. They have to summarize, compare and evaluate</p>

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**

The following are the rules concerning GRP report typing and formatting:

- A GRP report shall be a typescript paper document. It shall not be submitted in an electronic format.
- A GRP report is to be typed on ISO A4 size white bond paper. If diagrams, maps, tables and similar presentations do not fit readily on this sheet size, ISO B4 size may be used.
- Typing is to be done on one side of each sheet only, with pages numbered consecutively throughout the report. The following minimal margins are to be observed:
  - Left: 1.5”
  - Top 1.5”
  - Bottom 1”
  - Right 1”
- A GRP report must be 1.5-spaced. Single spacing may be used only in the Table of Contents, footnotes and endnotes, charts, graphs, tables, quotations, appendices, and references.
- Typing should be done using the Times New Roman and font size of 12 or equivalent, except for text in the tables.
- Beginning with the first page of the main body of the text, pages are numbered consecutively with Arabic numerals (1, 2, 3, 4, etc.). All pages preceding the first page of the body are counted and numbered with lower case Roman numerals (ii, iii, iv, etc.). The title page is counted but the number is not printed on the page.
- Figures and tables should be inserted at the appropriate place in the text. Figures must have numbers and captions under the figures. Tables have their titles and numbers above.
- MUSOM expects a high standard of editing of the work submitted to it for examination. The manuscript is to be neat in appearance and without error.
- Report writing format should follow the APA styles of citation and references.

**TITLE OF THE GRP**

Candidate's Full Name

Roll No.

Registration No.

*The GRP Report Submitted to*

Mid-West University School of Management (MUSOM)

*In partial fulfillment of the requirements for the degree of*

Master of Business Administration (MBA)

Place of Submission

Month, Year