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Tribhuvan University
Faculty of Management

The Faculty of Management (FOM), Tribhuvan University, has its ultimate objective of educating students for professional pursuits in business, industry and government. It is further dedicated to contributing for increasing the knowledge and understanding of business and public administration. In this pursuit, FOM aims to develop a networking with management institutes in the country and achieving higher level efficiency in management of business and public entities. It also aims to continuously innovate and promote cost effective, socially relevant, modern technology-based educational programs in Nepal.

The FOM offers instruction leading to Bachelor of Business Studies (BBB), Bachelor of Travel and Tourism Management (BTTM), Bachelor level of Hotel Management (BHM), Bachelor of Business Administration (SBA), Bachelor of Information Management (BIM), Master of Business Studies (MBS), Post Graduate Diploma in Police Science (PGDPS), Master of Tourism Management (MTM), and Master of Public Administration (MPA). The FOM also offers Master of Philosophy (M.Phil.) in management and doctoral program leading to a degree of Doctor of Philosophy (Ph.D.).

Master of Business Studies (MBS)

I. Programme Objectives

The objective of the MBS programme is to enable the students to, work as competent managers and to meet the demand of higher level managers in organizations, particularly in the functional areas of management. Upon graduation, a student should be able to function as a manager in business, industry, government and non-government sectors, within and outside the country, in areas like accounting, marketing, finance and general management. The MBS programme specifically aims to:

1. Equip the students with required conceptual knowledge of business and management.
2. Prepare managers in the functional areas of management.
3. Develop knowledge and skill of business environment in national and global perspective,
4. Encourage entrepreneurial capabilities in students to make them effective change agents in the Nepalese society.
5. Develop research capability in the students.

II. Curricular Structure

The FOM recognizes the need for both breadth and depth in the total academic pattern. Therefore, the curriculum for MBS degree comprises three separate and distinct course components. The three components are:

1. Core Courses

Core business courses integrate all analytical and functional areas and provide the students with an appreciation of the diversity and interrelationship of business and management issues. It includes subjects such as Research Methodology and Statistical Methods, Business Economics, Organizational Behaviour and Human Resources Management, Managerial Finance, Management Accountancy, Marketing Management, Production and Operations Management, Entrepreneurship Development and Strategic Management and Business Environment

2. Specialization Courses

Specialization in any one of the areas, such as, Accounting, Finance, Marketing, General Management and Management Science enables the student to develop expertise in the functional area.

3. Thesis Writing or Project Work

The MBS programme requires the students to conduct original research work during the second year of the two-year study period. Students are required to either write a thesis or undertake two project assignments based on their original research work. Students opting thesis or project reports are encouraged to write their thesis or project reports within the selected specialization area.

III. Eligibility Conditions for Admission

The students applying for admission to MBS course must have successfully completed the BBS programme or a bachelor degree on any discipline from Tribhuvan University or from any other university recognized by Tribhuvan University.

IV. Admission Test

The Faculty of Management (FOM) shall conduct a Central Management Admission Test (CMAT) for the MBS Programme. Students eligible for MBS programme must sit in the CMAT in order to qualify to apply for admission to the campuses offering the MBS programme. The FOM shall issue a score-sheet to each student appearing in the CMAT. The admission test shall be concentrated on the following areas

- Verbal Ability
- Quantitative Ability
- Business and Economics
- Logical Reasoning
- General Awareness

Students must submit a CMAT Request Form to the FOM. Students must submit their applications for admission to the campuses along with the score-sheet. Campuses shall prepare their admission merit list based on the CMAT score. The admission shall be strictly on a competitive basis. The applicants must enclose along with the application form attested copies of:

- Certificates/testimonials of all examinations passed;
- Equivalence, transfer and character certificates, wherever applicable; and
- Two passport size photographs.

Candidates selected for admission will have to produce at the time of admission original certificates / testimonials of all examinations passed.

V. Minimum General Requirements

The minimum general requirements for the MBS programme are as follows:

1. An academic year will consist of a minimum of 150 teaching days excluding the days taken for admission and annual examinations.
2. A paper of 100 marks will have a minimum of 100 lecture hours and a paper of 50 marks will have a minimum of 50 lecture hours. Each lecture must be of 1 hour (60 minutes) duration.

VI. Attendance, Evaluation and Grading System

The evaluation of the students will be based on the external examination (annual examination) at the end of the academic year. The weight and modalities of the annual examination shall be 100% and written tests.

In order to qualify to appear in the annual examinations, students must meet the following requirements:

- The student must have a minimum of 70 percent attendance of the classes actually held.
- No students will be allowed to appear in the second year final examinations without first appearing in the first year final examinations.
- The programme allows only regular students to sit in the examination.

The grading system in the annual examinations is as follows:

Third Division	40%
Second Division	50%
First Division	60%
Distinction	75%

VII. Thesis and Project Work

Students opting thesis or project reports are encouraged to write their thesis or project reports within the selected specialization area.

Thesis

Only those students who have passed all courses of the first year programme shall be allowed to write the thesis. The thesis has to be written under the direct supervision of a faculty member of the campus/ department.

Evaluation of the thesis shall be based on the written part (75 marks) and viva-voce (25 marks). The evaluation of the written part of the thesis shall be conducted through two external examiners. Students should submit three copies of the thesis to the campus / department for evaluation. The concerned campus / department should submit two copies of the thesis to the Office of the Dean, Faculty of Management for external evaluation. Viva-voce of the thesis shall be conducted in the respective campuses by a panel of experts composed of Chairperson of tile- Research Department, the thesis supervisor, and one external examiner to be appointed by the Office of the Dean.

Both in the evaluations of the written part and viva-voce of the thesis, the average of the marks awarded by the experts will be final.

Project Work

Students who opt for project work shall have to work on two assignments during the second year programme on topics approved by the concerned department. The assignments are to be conducted on subject areas of contemporary relevance.

Assignment I: Term Paper: The first project assignment shall be a term paper concentrated on a literature survey in the approved topic. The term paper should be written in about 2000 words. The evaluation of the term paper shall be conducted internally by the concerned department. The term paper shall carry 25 marks.

Assignment II: Field Work: The second project assignment shall be a project report based on a fieldwork on the approved topic. The concerned department has to approve the topic. In the fieldwork, the student will have to collect data and information using relevant instruments. The data and information will have to be tabulated, analyzed, synthesized and presented in the form of a report in the prescribed format. The report is to be written in about 4000 words. An external evaluator will evaluate the report. The field report shall carry 75 marks.

VIII. Method of Instruction (Teaching Pedagogy)

The method of instruction in the MBS programme will be focused on the ways that will help the students to understand and analyze the real-life situations in Nepalese business, industry and government, and the global management environment. A combination of class lectures, group discussions, problem solving exercises, guest lectures, Seminar presentations, case analyses, review of literature or small project work will be adopted as the teaching methodology.

IX. Graduation Requirements

The MBS programme extends to two academic years. The MBS degree is awarded on its successful completion. All candidates for the MBS degree must fulfill the following requirements:

- The successful completion of 1000 marks as prescribed with passing grades in all the courses.
- The passing scores obtained in all theory papers, thesis / seminar papers separately.
- Completion of courses for the fulfillment of the MBS programme must occur within six years from the time of admission.

X. Course Composition

The MBS programme requires the students to study a total of 1000 marks. Nine core courses (700 marks), two specialization courses (200 marks) and a thesis or two project reports (100 marks) will have to be completed. The course composition is as follows:

Core Courses 700 marks

1. MSC 501	Research methodology and Statistical Methods	100 Marks
2. MSC 502	Production and Operations Management	100 Marks
3. ECO 503	Business Economics	100 Marks
4. MGT 504	Organizational Behaviour and Human Resource Management	100 Marks
5. MGT 505	Strategic Management and Business Environment	100 Marks
6. MGT 506	Entrepreneurship Development	50 Marks
7. ACC 507	Management Accounting	50 Marks
8. FIN 508	Managerial Finance	50 Marks
9. MKT 509	Marketing Management	50 Marks

Specialization Courses 200 Marks

(Any two courses from following specialization area):

A. Management Science (Any two courses)

1.	MSC 603	Management Information System	100 marks
2.	MSC 604	Decision Support System	100 marks
3.	MSC 605	Productivity Management	100 marks
4.	MSC 606	Total Quality Management	100 marks

B. Accounting (Any two courses)

1.	ACC 611	Profit Planning and Control	100 marks
2.	ACC 612	Advanced Auditing	100 marks
3.	ACC 613	Tax Laws and Tax Planning	100 marks
4.	ACC 614	Accounting Theory and Financial Reporting	100 marks

C.	General Management (Any two courses)		
1.	MGT 621	Small Business Management	100 marks
2.	MGT 622	International Business	100 marks
3.	MGT 623	Organizational Development	100 marks
4.	MGT 624	Labor Relations	100 marks
D.	Finance (Any two courses)		
1.	FIN 631	Foundations of Financial Theory	100 marks
2.	FIN 632	Capital Structure Management	100 marks
3.	FIN 633	Investment Management	100 marks
4.	FIN 634	Financial Institutions and Markets	100 marks
5.	FIN 635	Multinational Corporate Finance	100 marks
6.	FIN 636	Assets Management	100 marks
E.	Marketing (Any two course)		
1.	MKT 641	Services Marketing Strategies	100 marks
2.	MKT 642	Consumer Behaviour	100 marks
3.	MKT 643	Marketing Research	100 marks
4.	MKT 644	Global Marketing	100 marks
5.	MKT 645	Strategic Brand Management	100 marks
F.	RCH 601	Thesis	100 marks
G.	RCH 602	. Project Work	100 marks

(Two Assignments within the specialization area)

XI. The Course Cycle

In the MBS programme, the courses offered are to be completed in two years. The campus must run for a minimum of 18 hours per week. Each 50 marks paper must have a minimum of 2 lecture hours per week and each 100 marks paper a minimum of 4 lecture hours a week. Each lecture hour has to be of not less than 60 minutes. The course cycle for two years, is as follows:

The First Year Programme

The first year programme carries 450 marks and is organized into following six courses:

Course No.	Course Title	
1.	MSC 501	Research Methodology and Statistical Methods 100 marks
2.	ECO 503	Business Economics 100 marks
3.	MGT 504	Organizational Behaviour and Human Resources Management 100 marks
4.	ACC 507	Management Accounting 50 marks
5.	FIN 508	Managerial Finance 50 marks
6.	MKT 509	Marketing Management 50 marks

The Second Year Programme

The Second year programme carries 550 marks that constitute of three core courses (250 marks), two specialization courses (200 marks) and a thesis or project work (100 marks). The courses are organized as follows:

Core Courses

1.	MSC 502	Production and Operations Management	100 marks
2.	MGT 505	Strategic Management and Business Environment	100 marks
3.	MGT 506	Entrepreneurship Development Specialization Courses	50 marks

Specialization Courses

Any two courses from the following specialization areas:

A. Management Science (Any two courses)

1.	MSC 603	Management Information System	100 marks
2.	MSC 604	Decision Support System	100 marks
3.	MSC 605	Productivity Management	100 marks
4.	MSC 606	Total Quality Management	100 marks

B. Accounting (Any two courses)

1.	ACC 611	Profit Planning and Control	100 marks
2.	ACC 612	Advanced Auditing	100 marks
3.	ACC 613	Tax Laws and Tax Planning	100 marks
4.	ACC 614	Accounting Theory and Financial Reporting	100 marks

C. General Management (Any two courses)

1.	MGT 621	Small Business Management	100 marks
2.	MG1 622	International Business	100 marks
3.	MGT 623	Organizational Development	100 marks
4.	MGT 624	Labor Relations	100 marks

D. Finance (Any two courses)

1.	FIN 631	Foundations of Financial Theory	100 marks
2.	FIN 632	Capital Structure Management	100 marks
3.	FIN 633	Investment Management	100 marks
4.	FIN 634	Financial Institutions and Markets	100 marks
5.	FIN 635	Multinational Corporate Finance	100 marks
6.	FIN 636	Assets Management	100 marks

E. Marketing (Any two course)

1.	MKT 641	Services Marketing Strategies	100 marks
2.	MKT 642	Consumer Behaviour	100 marks
3.	MKT 643	Marketing Research	100 marks
4.	MKT 644	Global Marketing	100 marks
5.	MKT 645	Strategic Brand Management	100 marks
F.	RCH 601	Thesis	100 marks
G.	RCH 602	Project Work	100 marks

1. Research Methodology and Statistical Methods

Course Title: Research Methodology and Statistical Methods

Course No.: MSC 501

Nature of the Course: Core

Duration of the Course: 100 lecture hours

Duration of the Class: 60 minutes

Full Marks: 100

Pass Marks: 40

Course Objectives

The course aims to familiarize students with basic concepts of research methodology in management exposing them to relevant concepts and techniques of qualitative and quantitative research methods required for managerial decision making and report writing. Students will develop an understanding of research issues and processes through statistical analysis of both qualitative and quantitative methods.

Course Description

This course consists of two components: (i) an introduction to basic methodological concepts of social science research, and (ii) basic statistical tools and techniques providing the context required for business research and decision making. The course will include concepts and techniques of social science research, types of research, research design and methodology in the research process, data measurement, data analysis using statistical tools and techniques like probability, distribution, sampling, estimation, testing of hypothesis, correlation and regression, and research report writing.

Group “A”: Research Methodology

Course Contents

Unit 1: Introduction to Research LH 5

Definition and nature of research-, concept, features and process of scientific research-, Basic and applied research; Quantitative and qualitative paradigms of research; Features of social science research; Difficulties of applying scientific methods to social science research; Management research - concept, types, methodology, and value of decision making; Ethical issues in management research.

Unit 2: Preliminary Stages of Research LH 5

Literature review - sources of the literature, phases in the review, format of review presentation; Problem definition-, Theoretical framework - theory, propositions, concepts, constructs, and variables-, Deductive and inductive reasoning-, Research questions-, Hypothesis formulation, types and formats of hypothesis, features and criteria of good hypothesis.

Unit 3: Research Design LH 5

Concept; Classification of designs - exploratory, historical, descriptive, case study, developmental, correlation, causal comparative, survey, experimental, and quasi-experimental research; Qualitative research - concept, features, assumptions, and research design; Pilot study; Sources of error in research design.

Unit 4: Measurement and Scaling LH 5

Concept and importance of measurement; Data types - nominal, ordinal, interval, and ratio; Attitude measurement - concept and techniques of measurement; Construction of attitude scales; Different formats of scale construction; Attitude rating and ranking scales-, Criteria of good measurement-, Reliability and validity of measurement.

Unit 5: Sampling LH 5

Concept; Sampling design; Sampling process; Types of sampling - probability and non-probability; Sample size; Sampling vs non-sampling errors; Methods of minimizing such errors.

Unit 6: Data Collection LH 8

Classification of primary and secondary data; Quantitative data collection; Sources and use of secondary data; Sources of primary data; Questionnaire - contents, design, and administration; Pre-testing; Research interview - personal and telephone, interview problems; Principles of interviewing; Qualitative data collection - focus group, depth interview, participative method-, Observation - participant and non-participant-, Designing and conducting and observational study,- Use of •_ Internet for data collection; Factors affecting choice of collection methods. Unit

Unit 7: Data Analysis LH 8

Preparing and presenting data - editing, coding, classification and tabulating; Summarizing data - tables, graphs and charts; Statistical analysis - descriptive analysis, inferential analysis, parametric and non- parametric analysis-, Analysis of qualitative data - content, thematic and narrative analysis.

Unit 8: Topic Selection and Research Proposal LH 5

Topic selection - sources, factors to be considered for topics selection; Purposes of research proposal; Types - solicited and unsolicited-, Structuring the research proposal - contents and formats-, Proposals for funded research; Criteria of evaluating the research proposal.

Unit 9: Research Report LH 4

Presentation of a research report; Types of report; Formats and components of research report - preliminaries, body of the report, supplementary section; Styles of report writing; Styles and uses of citations and references.

Group "B": Statistical Methods**Unit 1: Probability LH 10**

Concept and importance of probability. Types of events. Approaches to probability. Theorems of probability: conditional probability, Baye's theorem and mathematical expectation.

Unit 2: Theoretical Frequency Distribution LH 5

Concept of theoretical distribution: binomial, poison and normal distribution. Fitting binomial and poison distribution.

Unit 3: Sampling LH 5

Meaning and objective of sampling. Types of universe. Concept of sampling techniques and census method. Sampling distribution. Standard error and its utility in testing of hypothesis.

Unit 4: Estimation LH 5

Estimation and Estimators, criteria of good estimator. Types of estimates, point and interval estimate. Relationship among the errors, risk and the sample size. Estimation of sample size.

Unit 5: Testing of Hypothesis LH 15

Meaning of hypothesis. Types of errors in testing of hypothesis. Level of significance. Critical region. One tailed and two tailed tests. Parametric and non-parametric tests. Parametric test for variable and attribute. Large sample test. Test of significance of mean, proportion, difference of mean, and proportions. Small sample test: Student's-t-test - Test of significance of mean and difference of means, paired test, test of significance of an observed sample Correlation coefficient. Variance-ratio test: F-test Analysis of variance: one way and two way classification. Non-parametric test: Chi-square test for goodness of fit and independence. Chi-square test for the population variance.

Unit 6: Correlation and Regression Analysis LH 10

Multiple and partial correlation. Coefficient of multiple determination, Multiple regression equation. Test of regression coefficient of Multiple; regression model. Standard error of estimate for multiple regression. Auto correlation: Durbin-Watson test statistic. Multicollinearity.

Basic References

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2. Business Economics

Course Title: Business Economics

Course No.: ECO 503

100 Nature of the Course: Core

Duration of the Course: 100 lecture hour

Duration of the Class: 60 minutes

Full Marks:

Pass Marks: 40

Course Objectives

This course aims to develop students' knowledge and skill in the tools and techniques of economic analysis applicable to managerial decision making and develop students' capacity to analyze the public policy environment in Nepal.

Course Description

This course is divided into two parts - Group A - Managerial Economics and Group B - Economic Policy Analysis, Managerial Economics course deals with introduction to managerial economics, theories of the firm, business and economic forecasting, production theory, pricing theories and practices and investment decision. Economic Policy Analysis course deals with the introduction to public policy analysis, role of government, macroeconomic concepts and policies, Nepalese economy, and public policies in Nepal.

Group "A" - Managerial Economics

Course Contents

Unit 1: Introduction to Managerial Economics LH 6

- a) Meaning, feature and scope of managerial economics.
- b) Survey of theories of the firm: Profit maximization; value maximization-, sales maximization-, theory of satisfying; Williamson's model of managerial discretion: Cyert and March's behavioral theory:
- c) Nature and functions of profit: business versus economic profit, functions of profit.

Unit 2: Business and Economic Forecasting LH 14

- a) Elasticity of demand: Computation of price, income, cross and advertising elasticity and their uses in managerial decision making;
- b) Concept and purpose of forecasting.
- c) Steps in demand forecasting.
- d) Forecasting techniques: survey techniques, market studies and experiment, time series analysis, regression analysis, barometric techniques, concept of input-output analysis.
- e) Limitations of forecasting

Unit 3: Production Theory LH 9

- a) Production function.
- b) Production with one variable input - optimal use of an input.
- c) Production with two variable inputs - optimal combination of inputs.
- d) Returns to scale.
- e) Economics of scope.

Unit 4: Pricing Theory and Practices LH 13

- a) Pricing under oligopoly: cartel I collusion arrangement, price leadership, kinked demand curve model.
- b) Strategic behavior and game theory: meaning and importance, payoff matrix, Nash equilibrium, prisoner's dilemma.
- c) Pricing practices: pricing under different objectives-, cost-plus pricing; incremental cost pricing; multiple product pricing; transfer pricing, peak-load pricing, and two-part tariff.

Unit 5: Investment Decision LH 8

- a) Meaning and factors influencing investment decisions.
- b) Risk Analysis: Risk and uncertainty in managerial decision making, measuring risk with probability distribution, utility theory and risk aversion.

Group "B" - Economic Policy Analysis

Unit 1: Introduction to Public Policy Analysis LH 4

- a) Meaning, characteristics and stages of public policy.
- b) Theory of public choice.
- c) Use of public policy in managerial decision making.

Unit 2: Role of Government in the Economy LH 9

- a) Regulatory and promotional roles: Rationale for regulation and role in promoting private business.
- b) Government response to market failure: Meaning, types and sources of market failure
- c) Regulatory response to structural failure:
 - (i) Public utility regulation,
 - (ii) Regulation of monopoly,
 - (iii) Antitrust policy
- d) Regulatory response to incentive failure;
 - (i) Patent System,
 - (ii) Subsidy,
 - (iii) Operating controls
 - (iv) Regulation of environmental pollution

Unit 3: Macroeconomic Concepts and Policies LH 13

- a) Keynesianism versus monetarism.
- b) Saving investment theory,
- c) Acc4ration theory.
- d) Super Multiplier.
- e) National income: concept, measurement and difficulties.
- f) Macroeconomic problems: Business cycle, Inflation (causes and effects).
- g) Macroeconomic policy: Policy goals and policy tools (Monetary policy, Fiscal policy, Incomes policy)

Unit 4: Nepalese Economy LH 14

- a) Overview of Nepalese economy.
- b) Economic Planning: Need of planning, Review of planning in Nepal. Appraisal of current plan.
- c) Economic liberalization and policy reforms.
- d) Privatization and entrepreneurial freedom.
- e) Globalization and its effects.
- f) Foreign capital: Role, defects and situation in Nepal.
- g) Government budget: components of budget, classification of expenditures of the government of Nepal, budgetary portion of the government of Nepal.

Unit 5: Public Policies in Nepal LH 10

- a) Industrial Policy
- b) Commercial policy
- c) Foreign investment policy
- d) Tourism policy
- e) Agricultural policy
- f) Environment policy
- g) Privatization policy
- h) Fiscal policy
- i) Monetary policy
- j) Employment policy

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3. Organizational Behavior and Human Resource Management

Course Title: Organizational Behavior and Human Resource Management

Course No.: MGT 504 Full Marks: 100

Nature of the course: Core Pass Marks: 40

Duration of the course: 100 Lecture hours

Duration of the class: 60 minutes

Course Objectives

This course aims to familiarize the students with individual and group behavior dynamics in the context of different organizations and social systems. It also provides the students with insights into the concepts, approaches, techniques and issues in managing the different dimensions of human resources of an organization.

Course Description

This course provides a basic framework for understanding the organizational behavior and includes organizational behavior concepts, individual behavior factors, group behavior analysis, leadership, communication, conflict management, and organizational change and development. The course also deals in the management of the human resources in the organization and includes development of human resource management, HRM system and environment, job design, human resource planning, recruitment and selection, human resource development system, employee training and management development, career planning, performance evaluation, compensation and labour relations,

Group "A" - Organizational Behavior,

Course Contents

Unit 1: Introduction LH 4

Concept of Organizational Behavior (OB). OB system. Basic assumptions of OB. Levels of OB analysis. Contributing disciplines to the field of OB. Emerging trends in OB and Critical behavioral issues confronting the managers.

Unit 2: Understanding Individual Behavior LH 3

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

Unit 3: Perception and Learning LH 8

- a) Perception: Concept. Perceptual process. Factors -affecting perception. Perceptual sets in organizational settings. Specific application of perception in organizations.
- b) Learning: Concept. Factors ' influencing learning. Major models of learning (Classical conditioning, Operant conditioning, Cognitive theory and Social learning theory). Principles of Learning. Behavior Modification.

Unit 4: Personality LH 5

Concept. Personality traits and characteristics. Determinants of personality. Personality and behavior. Major personality attributes influencing OB, Matching personality with jobs.

Unit 5: Motivation and Job Satisfaction LH 6

Motivation: Concept and process. A brief review of motivation theories. Application of Motivation Theories: MBO, Employee involvement programs, Job redesign, Skill based pay plans, Flexible benefits. Issues in motivation. Job Satisfaction: Concept. Measuring job satisfaction. The effects of jobs satisfaction on employee performance, alienation and frustration.

Unit 6: Groups in Organizations LH 6

Concept. Reasons for group formation. Stages of groups development. Classification of groups. Nature and significance of informal groups. Work group behavior: group structure, group process and group task. Team work: Concept and types of teams. Quality circles. Group decision-making. Issues in managing work teams.

Unit 7: Leadership LH 4

- a) Concept. A brief review of trait and behavioral theories.
- b) Contingency theories (Fiedler's Contingency theory, Hersey Blanchard's situational theory and Path-Goal theory). Emerging approaches to leadership. Contemporary issues in leadership.

Unit 8: Communication LH 4

Concept. Functions and process of communication. Types of communication. Barriers to effective communication. Methods of securing effective employee communication. Current issues in communication.

Unit 9: Conflict Management LH 4

Concept: Nature, types and sources of individual and group level conflict. Dynamics of inter group conflict. Approaches to conflict management.

Unit 10: Organizational Change and Development LH 6

- a) Organizational change: Concept. Forces of change. Resistance to change. Approaches to managing 'organizational change (Lewin's three-step model and action research).
- b) Organizational Development: Concept. Characteristics of OD. OD values. Objectives and goals of OD. Pre-requisites to OD. OD process, interventions: Individual, group and organizational levels.

Group "B" - Human Resource Management**Unit 1: Human Resource Management LH 4**

Concept of HRM. The rising interest of HRM. HRM system. Organizational outcomes of HRM system. Changing role of HR managers, HR challenges.

Unit 2: HRM Environment LH 6

Components of HRM environment, internal environment, External environment: Physical, social, political, legal, technological and labour market-, Ethical issues in HRM.

Unit 3: Job Design LH 6

Concept, and approaches of job design to individuals and groups. Impact of job design on motivation, productivity and QWL.

Unit 4: Human Resource Planning LH 6

Concept and approaches to HRP. HRP process. Role of information system in HRP. Relationship of HRP to Strategic planning. Techniques of forecasting human resource demand and supply. HRP practices in Nepalese organizations.

Unit 5: Recruitment and Selection LH 6

Concept. Development of recruitment policies. Recruitment methods, process and sources. Selection process. Recruitment and selection practices in Nepalese organizations.

Unit 6: Human Resource Development (HRD) System LH 3

Concept of HRD. Need of HRD. Principles, in designing HRD. HRD mechanisms.

Unit 7: Employee Training and Management Development LH 6

Determining training needs. A systems approach to training. Issues and challenges of training. Employees Training: on-the-job and off-the-job. Management development: on-the-job and off-the-job development techniques for managers. Evaluation of training programs: methods and process. Employee Training and management development practice in Nepalese Organizations.

Unit 8: Career Planning LH 3

Concept. Objectives of career planning. Need for career planning. Individual career counseling and mentoring. Process of career planning and development.

Unit 9: Performance Evaluation LH 3

Concept. Development of PE program. Selection of performance evaluation criteria. Performance evaluation methods: Problems of performance evaluation. Feedback of evaluation. Evaluation interviews. Challenges to effective performance evaluation.

Unit 10: Compensation LH 3

An overview of pay system mechanism. Determinants of pay structure and level. Job evaluation methods. Pay for performance and incentive systems. Gain-sharing. Establishing pay plans. The legal environment and pay system governance in Nepal.

Unit 11: Labour Relations LH 4

Concept. Actors and process of LR Unionism. Collective bargaining. Labour disputes: causes and settlement under Nepalese legislation. Contemporary issues in labour relations in Nepal.

Basic References

Arnold, H.J, and Heldman, D.C. (1986). *Organizational Behavior*. New York: McGraw Hill Book Company.

Aswathappa, K. (2008). *Organizational Behavior (8th Edition)*. New Delhi: Himalayan Publishing House. Cascio, W F. (1998). *Managing Human Resources*. Irwin: McGraw Hill.

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Dwivedi, R. S. (1997). Human Relations and Organizational **Behavior**: A *Global Perspective*. New Delhi: Macmillan India Limited.

Robbins, S.P. (2009). Organizational **Behavior**. New Delhi: Pearson *Education Ltd.*

Supplementary Readings

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Armstrong, M. (1990). A Handbook of Human Resource Management *New Delhi: Aditya Books.*

Bajracharya, S.L. (2008).” *Human Resource Management*. Kathmandu: Quest Publications.

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

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

Newstorm, J.W. (1999). Organizational Behavior: Human Behavior at Work. *New Delhi: Tata McGraw-Hill Publishing Company Ltd.*
Luthans, F. (2008). *Organizational Behavior*. New Delhi: McGraw Hill International.

Verman, P. (1996). *Emerging Issues in Human Resource Management* New Delhi: Oxford and IBH.

4. Management Accounting Course

Title: Management Accounting

Course No: ACC 507 Full Marks: 50

Nature of Course: Core Pass Marks: 20

Duration of Course: 50 Lecture Hours

Duration of the Class: 60 minutes

Course Objectives

The course aims to provide in-depth knowledge of concept and tools of management accounting, and encourage in applying management accounting tools and techniques in planning, controlling, forecasting and decision making process and analyzing for appraising the performances.

Course Description

The course helps to understand the concept and tools of management accounting and controllership functions; measuring income under different techniques for planning, controlling and decision making and evaluate the performance of the organization. The course includes cost allocation and income measurement techniques, CVP analysis, decision regarding alternative choices and pricing the products and services of the business enterprises, planning profit through budget and performance appraisal using different management accounting tools.

Course Contents

Unit 1: Management Accounting Concept LH 5

Concepts and objectives of management and controllership function and responsibility.

Unit 2: Cost Allocation and Reporting LH 5

Cost: concept, accumulation, classifications, estimation, segregation by two point method and regression analysis and determination and coefficient of determinates, allocation, apportionment and reapportionment of service department cost using step down and reciprocal techniques,, and Cost reporting under Traditional Costing & Activity Based Costing # 21 (ABC) technique (recap), and Income measurement under variable costing and absorption costing technique and reconciliation of income between variable costing and absorption costing technique (recap).

Unit 3: Cost Volume Profit Analysis LH 5

Concepts; objectives of CVP analysis and application of CVP analysis for- break even analysis and its sensitivity analysis (recap), and profit planning under multi-products concept; CVP analysis under constrain using graphical and linear programming models for maximizing profit and minimizing cost in single and multiple products condition, CVP analysis under the condition of uncertainty

Unit 4: Decision Regarding Alternative Choices LH 7

Concepts, need and objectives of decision regarding alternative choices; Decision regarding Make or buy; Drop or continue: Product line and Service department; Sales mix, scarce resource allocation, accept or reject a special offer; Equipments replacement-, processing a joint products and lease or purchase.

Unit 5: Pricing Decision LH 5

Concepts and objectives of pricing, types of pricing: Full cost & variable cost pricing technique-, Target ROI pricing technique; ABC pricing technique; Target cost pricing technique, Internal pricing in decentralized organization - 'need and objectives; Transfer pricing for decentralized origination: buy-in and buy-out decision.

Unit 6: Planning and Control System LH 6

Concepts, need, importance and objectives of budgeting; budgeting for profit planning: Presentations of Functional budgets (recap), and Master budget; Standard cost and control for, direct material and direct labour under the condition of certainty and uncertainty, flexible budget and overhead cost control (recap) and Responsibility accounting..

Unit 7: Investment Analysis LH 10

Concept, need and objectives of capital budgeting; Measurement of profitability and capital investment decision under certainty (recap), risk and uncertainty using (a) Sensitivity analysis-range of discount rate and range of cash flows (b) Standard deviation, coefficient of variation, probability distribution approach, decision tree; foreign investment evaluation considering inflation and cost of capital as discounting factor and foreign currency transaction

Unit 8: Measuring Organizational Performance LH 10

Concept, objectives, need & importance of performance appraisals; Tools for performance measurements:

- (a) Analysis and interpretation of ratios for measuring productivity, profitability, activity, stability and possibility, ratios use to appraise the investment worthiness by prospective lenders and investors,
- (b) Measurement and interpretation of return on investment and residual income.
- (c) Interpretation of cash-flow analysis based on cash flow statement and
- (d) Interpretation of value added analysis based on value added statement

Basic References

Drury, C. (1992). *Management and Cost Accounting* ('75th Edition). London: ELKS.

Hilton, R.W. (1991). *Managerial Accounting* International Edition. New - York: McGraw-Hill, Inc.

Horngren, C.T., Foster, G. and "Datar, S.M. (1990). *Cost accounting. - A managerial emphasis*. New Delhi: Prentice Hall of India Pvt, Ltd. Lynch, R.M. and Williamson. (1992). *Accounting for Management* (5th Edition: Eight reprint). New Delhi: Tata McGraw Hill, India Company Ltd.

Supplementary Readings

Bajracharya, P. and others. (2000). *Managerial Accounting Nepalese Perspective Vol I & II*. Kathmandu: Asmita Books Publisher and Distributors.

Dangol, R.M. and Dangol, J. (2065). *Management Accounting*. Kathmandu: Talaju Publication.

Garrison and Noreen. (1997). *Management Accounting* (8'h Edition). USA: Irwin.

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Munankarmi, S.P. (2060). *Management Accounting* (Latest Edition). Kathmandu: BAPD Ltd.

5. Managerial Finance

Course Title: Managerial Finance

Course No: FIN 508

Nature of the Course: Core

Duration of the Course: 50 Lecture hours

Duration of the Class: 60 minutes

Full Marks: 50

Pass Marks: 20

Course Objectives

The course aims to provide the students with an understanding of the principles of financial management together with knowledge of the analytical techniques for developing skills in their application required for making financial decisions.

Course Description

This course provide an overview of managerial finance with a special emphasis on nature of finance, financial analysis, cost of capital and financial structure, capital budgeting, working capital management, dividend policy, and bankruptcy, and financial distress.

Course Contents

Unit 1: Nature of Finance LH 4

Nature of managerial finance; Career in finance; The goals of corporation: Stock price maximization and social welfare, Management action to maximize shareholders' wealth, Business ethics and social responsibility; Agency relationship: Stockholders vs -Managers, Stockholders vs Creditors; Managerial accountability to shareholders in public limited companies in Nepal.

Unit 2: Analysis of Financial Statement LH 6

Nature and need of financial analysis; Types of ratios; Trend analysis, common side and percentage change analysis; Du-Pont system of financial analysis-. Comparative ratios and 'Benchmarking'; Uses and limitation of ratio analysis; qualitative factors in financial performance evaluation; Application of financial ratios in public limited companies in Nepal.

Unit 3: Cost of Capital and Financial Structure LH 10

Cost of capita! and its significance; Component cost of capital; Weighted average cost of capital; Capital structure and cost of capital; Factors affecting the weighted average cost of capital; Adjusting cost of capita! for risk-, Estimating project risk and risk adjusted cost of capital; Divisional Cost of capital Cost of capital for a project or a division; Marginal cost of capital; Breaks in marginal cost of capital schedule; Combining the MCC and investment opportunity schedule; Measuring cost of capital ' in public limited companies in Nepal. Financial leverage; Financial leverage and risk; Financial leverage and equity risk; Financial leverage and ROE; Leverage and operating leverage; Investment and leverage; Factors affecting financial structure.

Unit 4: Capital Budgeting LH 10

Importance; Generating ideas for capital project; Project classification; Estimating cash flows; Capital budgeting decision rules- PB, DPB, NPV, IRR, MIRR and PI; The basic replacement decision; Expansion projects; Comparison of NPV and IRR methods; - Modified internal rate of return; Profitability index; Special application of cash flow evaluation- Projects with different lives; Adjusting for inflation; The optimal capital budget; Business practice and implication in Nepal.

Unit 5: Working Capital Management, LH 6

Working capital terminology; Alternate current assets investment and financing policies; Risk and return trade off; Cash conversion cycle; The concept of zero working capital; Cash Management: Concepts and techniques, Cash conversion cycle; Inventory management: Inventory costs and Inventory control systems; Receivable management: Accumulation of receivable: Monitoring receivable position, Setting the elements of credit policy, Other factors influencing credit policy.

Unit 6: Dividend Policy LH 6

Nature of dividend policy decision; Dividend vs capital gains-, Dividend policy issues- Factors influencing dividend policy, Stock dividend-, Stock splits; Stock repurchase; Dividend payment procedure and establishing dividend policy practice in public limited companies in Nepal.

Unit 7: Financial Distress LH 8

Financial distress and its consequences; Issues facing a firm in financial distress, Settlements without going through formal bankruptcy, predicting bankruptcy: Altman model Reorganization in bankruptcy-, Liquidation in bankruptcy; causes for bankruptcy; growing emphasis on merger and acquisition movement in Nepal,

Basic References

Brigham, E.F. and Ehrhardt, M.C. (2007). **Financial Management: Theory and Practice**. New Jersey: Thomson South-Western. Brigham, E.F. and Ehrhardt, M.C. (2008). **Financial Management: Text and Cases**. New Jersey: Thomson South- Western,

Home, V. and James C. (2007). **Financial Management and Policy**. New Delhi: Prentice Hall of India.

Supplementary Readings

Keown, A.J., Martin, J.D., Petty, J.W. and Scott, D.F. Jr. (2007). **Financial Management: Principles and Applications**. New Delhi: Prentice Hall of India.

Levy, H. and Marshall, S. (1989). Principles of Financial Management New Jersey: Prentice Hall Inc.

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- Pradhan, R.S. (1992). **Financial Management Practices in Nepal**. New Delhi: Vikash Publishing House Pvt. Ltd.
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- Shrestha, M.K. (2005). *Readings in Financial Management*. Kathmandu: Buddha Academic Enterprise.
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- Weston, J.F. and Thomas E.C. (1992). *Managerial Finance*. New York: The Dryden Press.

6. Marketing Management

Course Title: Marketing Management

Course No : MKT 509

Nature of the course: Core

Duration of the course: 50 Lecture hours

Duration of the class: 60 minutes

Full Marks: 50

Pass Marks: 20

Course Objectives

The objective of the course is to equip students with knowledge and skills in order to take decisions in the area of marketing management.

Course Description

This course deals on the management aspects of marketing. It includes a study of the marketing system and organization, environment and segment analysis, information systems, demand analysis, buyer analysis and competitor analysis, strategic marketing planning, implementation of marketing program and marketing control Course

Contents

Unit 1: Introduction LH 5

Conceptual development, Marketing in the era of globalization, Trend and tasks of marketing, Holistic marketing concept and customer value, Value and satisfaction, Value chain and value-delivery network, Cost of lost customers, Customer retention and customer relationship management, Customer profitability and total quality management.

Unit 2: Identifying and Selecting Markets LH 8

Consumer markets in Nepal, Operating environment, Environmental scanning, Segmentation variables for consumer and business markets, Evaluation and selecting of markets, Consumer analysis, Consumer buying decision process, Factors affecting consumer buying decision, Organizational buying process, Factors affecting, organizational buying decisions.

Unit 3: Information Gathering and Measuring Market Demand LH 8

Concept and components of a marketing information system, internal record system, market intelligence system. Marketing research system and decision support system, Trends in marketing information, technology. Measures of market demand. Methods of estimating current and future market demands.

Unit 4: Managing Market Opportunities LH 9

Understanding market opportunities. Analyzing market opportunities, market opportunity analysis process, sources of information, defining product markets, profiling generic class and product type markets, market size estimation, evaluating market opportunities, developing marketing strategy, nature of planning, planning concepts, contents of marketing plans, strategic planning process (analyze the situation, develop mission statement and objectives, determine composition of business, strategic analysis of business unit and application of portfolio models for strategic marketing analysis such as SBU model, BCG model, GE model and portfolio models, select business unit objectives and' strategies, prepare business unit strategic planning -

business mission, SWOT analysis, goal formulation, strategy formulation, program formulation). Marketing program planning.

Unit 5: Competitors Analysis LH 6

Concepts of competition. Building competitor related strategies, identifying competitors, strategies and objectives, assessing competitors' strengths and weaknesses, estimating reaction patterns, designing the intelligence system, selecting competitors to attack and avoid and balancing customer and competitor orientations.

Unit 6: implementation of Marketing Program LH 9

Product development, differentiation and positioning strategies. Designing product support services, managing marketing strategies in the stages of product lifecycle, selecting the pricing objective and pricing methods and pricing strategy. Channel and logistics management decisions and strategies, selecting the promotion mix, and promotional strategies, trends in marketing practices.

Unit 7: Marketing Control LH 5

Feedback and control in marketing, types of marketing control, annual plan control, profitability control, efficiency control and strategic control,

Basic References

Aaker, D. (1984). *Strategic Marketing Management* New York: John Wiley and Sons.

Kotler, P. (2001). *Marketing Management: Analysis, Planning and Control*. New Delhi: Prentice Hall. Kotler, P., Keller, K.L., Koshy, A. and Jha, M. (2009). *Marketing Management: South Asian Perspective (13th Edition)*. New Delhi: Pearson Education, Prentice Hall.

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Agrawal, G.R (2000). *Marketing Management in Nepal*. Kathmandu: MK Publishers and Distributors.

Cravens, D.W., Piercy N. and Piercy N.F. (2005). *Strategic Marketing*. Irwin Professional Pub.

Foxall, G.R. (1992). *Strategic Marketing Management*. London: Croom Helen and John. Wiley and Sons. Gultinan, J.P. (1996). *Marketing Management: Strategies and Programs*. Irwin: McGraw Hill. Koirala, K.D (2007) *Marketing Management*. Kathmandu: MK Publishers and Distributors.

Ramaswamy, V S. and Namakumari, S. (1997) *Marketing Management: Planning Implementation and Control*. New Delhi: Macmillian India Limited.

Sharma, G.R (2008). *Marketing Management: Strategic Decision Perspective*. Kathmandu: Bhundipuram Prakashan. Shrestha,

S.K. (2008) *Marketing Strategy and Management* Kathmandu: Asmita Books Publishers and Distributors.