

Tribhuvan University
Faculty of Management
Office of the Dean



BACHELOR OF BUSINESS MANAGEMENT (BBM)

Curriculum

**Office of the Dean
Faculty of Management
Tribhuvan University
Kathamandu
2013**

ECO 211: Introductory Microeconomics

Course Objectives

This module aims to develop students' understanding of the microeconomic concepts and theories in order to enhance their skill in analyzing business opportunities, market and risks.

Contents

Microeconomics: concepts and uses. Theory of demand and supply: demand function, change in quantity demanded and change in demand, supply function: change in quantity supplied and change in supply, elasticity of demand and supply – concepts, degrees and measurements. Utility Analysis: cardinal vs ordinal utility and indifference curve analysis. Theory of production: Production function, laws of production. Cost and revenue curves. Pricing: Price and output determination under perfect competition, monopoly and monopolistic competition, concept of oligopoly. Factor pricing: rent (modern theory of rent) wages (marginal productivity theory), interest (loanable fund theory and liquidity preference theory) and profit (dynamic theory and innovation theory).

Detailed Course

Unit 1: Introduction to Microeconomics

LH 3

Meaning, Scope, Types, Uses

Unit 2: Theory of Demand and Supply

LH 6

Demand function

- Meaning and types
- Movement along a demand curve and shifts in demand curve

Supply Function

- Meaning and types
- Movement along a supply curve and shifts in supply curve

Concept of Elasticity of demand and supply

- Price elasticity of demand: degrees, measurement (percentage, total outlay, point and arc methods), uses in business decision making.
- Income elasticity of demand: degrees, measurement (percentage, arc and point methods)
- Cross elasticity of demand: types, measurement (percentage and arc methods)
- Price elasticity of supply: degrees, measurement (percentage, point and arc methods)

Measurement of elasticity

Unit 3: Theory of Consumer's Behaviour

LH 8

Cardinal vs ordinal utility

Indifference curve analysis

- Meaning, assumptions and properties
- Principle of MRS
- Consumer's equilibrium

- Price effect – derivation of PCC and demand curves for normal goods (substitutes and complements)
- Income effect – derivation of ICC and Engel curves for normal goods and inferior goods
- Substitution effect – Hicksian approach
- Decomposition of price effect into income and substitution effects – Hicksian approach
- Applications – tax and subsidy, income leisure choice of workers

Computations and Numerical assignments

Unit 4: Theory of Production

LH 7

Concept of total, average and marginal product

Production function – meaning, types (short run and long run production function, Cobb-Douglas production function).

Law of variable proportions (explanation of three stages of production with reasons)

Isoquants

- Meaning, assumptions and properties
- Principle of marginal rate of technical substitution
- Optimal employment of two inputs (or least cost combination of two inputs)

Laws of returns to scale

- Explanation with table and diagram (using IQ)

Computations and Numerical assignments

Unit 5: Cost and Revenue Curves

LH 8

Cost function

Various concepts of costs: opportunity cost, explicit and implicit costs, accounting and economic costs

Short run costs

- Behaviour of short run total costs
- Behaviour of average and marginal cost curves
- Relation between AC and MC, TVC and MC and AC and AFC and AVC

Long run costs

- Meaning
- Derivation of U-shaped and L-shaped LAC with reasons

Revenue

- Revenue under perfect competition
- Revenue under imperfect competition
- Relationship of Revenues (TR, AR and MR) with price elasticity of demand

Computations and Numerical assignments

Unit 6: Theory of Product Pricing

LH 10

Profit maximisation and equilibrium of a firm

- TR-TC approach (table and diagram)
- MR-MC approach (table and diagram)

Equilibrium price and output determination under perfect competition

- Meaning and characteristics

- Derivation of short run supply curve of a firm
- Short run equilibrium (firm and industry)
- Long run equilibrium (firm and industry)

Equilibrium price and output determination under monopoly

- Meaning and characteristics
- Short run equilibrium
- Long run equilibrium
- Meaning and conditions of price discrimination
- Degrees of price discrimination
- Equilibrium of firm under third degree discrimination

Equilibrium price and output determination under monopolistic competition

- Meaning and characteristics
- Short run equilibrium
- Long run equilibrium of a firm

Oligopoly

- Meaning and characteristics

Computations and Numerical assignments

Unit 7: Theory of Factor Pricing

LH 6

Rent

- Concept of economic rent and its determination: modern theory of rent.

Wages

- Marginal productivity theory of wages

Interest

- Loanable funds theory of interest
- Liquidity preference theory of interest

Profits

- Dynamic theory of profits
- Innovation theory of profits

Computations and Numerical assignments

References

Ahuja, H.C. **Advanced Economic Theory – Micro Economic Analysis**, New Delhi – S. Chand (Latest ed.)

Browning and Browning (1994), **Microeconomic Theory and Applications**, New Delhi, Kalyani Publishers

Case, Karl E. and Ray C. Fair, (2002), **Principles of Economics**, Singapore, Pearson Education

Dwivedi DN (2003), **Microeconomics Theory and Applications**, Delhi, Pearson Education Pvt. Ltd.

Dwivedi DN (2010), **Microeconomics Theory and Practice**, New Delhi, Tata McGraw Hill.

Koutsoyianis, A (1979), **Modern Microeconomics**, London, Macmillan

McConnell CR and S. Brue, (2002), **Economics : Principles, Problems and Policies**, New York, McGraw Hill.

Shrestha, R. G. and Adhikari, G. M. **Microeconomics**, KEC Publication, 1st edition.

ENG 211: English - I

Lecture hour: 3 Cr.hrs.

Course Objectives

The BBM English course is a two-level General English course with a strong emphasis on reading and writing. It is designed to help students get ahead fast with their core English skills in interdisciplinary contexts. The lessons cover important vocabulary, grammar, reading, writing, listening and speaking skills for general and technical English, along with literary pieces with reading/writing exercises build on them. It is a theme-based course with comprehensive coverage of English language and critical thinking skills.

General Objectives

The General Objectives of the Course are to

- teach the writing modes
- discuss rhetorical devices
- present language points required for academic success
- support serious reading and writing activities

Specific Objectives

The specific course objectives are to teach students to:

- use correct punctuation, spelling and vocabulary
- increase confidence and fluency in speaking
- improve accuracy to enable clear communication of ideas
- develop understanding of grammar
- interact in a multi-cultural and interdisciplinary environment
- work on writing, reading and listening skills
- focus on student's personal needs and objectives
- develop specific skills in core English and business English
- build students' confidence in using English in professional and social scenarios
- develop social skills and cultural awareness
- acquire a wide interdisciplinary knowledge of different disciplines

Contents

Unit I: The following pieces carry 70% of the weightage of this course:

LH 33

1. Invitation

Interactions (relating to the text) and Spotlights

2. Ancient Tales

Yudhisthira's Wisdom; The Brave Little Parrot; If Not Higher;
Interactions (relating to the selected texts) and Spotlights

3. Education

Why go to a University?; Don't Cut Down the Trees, Brother Woodcutter; Surely You Are Joking, Mr. Feynman; A 1996 Commencement Speech;
Interactions (relating to the selected texts) and Spotlights

4. Actions and Consequences

The Parrot in the Cage; A Sound of Thunder; No Smoke from the Chimneys'
Interactions (relating to the selected texts) and Spotlights

5. Television

The Wretched Stone; TV Can be a Good Parent;
Interactions (relating to the selected texts) and Spotlights

6. Crosscultural Bridges

Marriage is a Private Affair; Then and Now: Finding My Voice;
Interactions (relating to the selected texts) and Spotlights

7. Cultural Anthropology

Arranging a Marriage in India; Life is Sweet at Kumansenu;
Interactions (relating to the selected texts) and Spotlights

8. The Human Condition

The Lunatic; How Sane Are We?; Gaia
Interactions (relating to the selected texts) and Spotlights

9. Natural Science

The Making of a Scientist; Scientific Inquiry: Invention and Test;
Interactions (relating to the selected texts) and Spotlights

10. Humor and Satire

King John and the Abbot of Canterbury; Thir Thoughts; The Clock Tower;
Interactions (relating to the selected texts) and Spotlights

11. Critical and Creative Thinking

The Stub Book; Mr. Know-All; Keeping Errors at Bay; What Is Intelligence, Anyway;
Interactions (relating to the selected texts) and Spotlights

12. Love

To His Coy Mistress; The Telegram on the Table; Piano;
Interactions (relating to the selected texts) and Spotlights

13. Life and Death

The Great Answer; Stopping by Woods on a Snowy Evening; A Tale; Ethics; "Where the Mind is
without Fear"; New Year;
Interactions (relating to the selected texts) and Spotlights

Appendix I. Sounds of English

Appendix II. 99 Lousy Sentences

Appendix III. Deloused 99 Sentences

Appendix IV. Documenting Scholarly Essays and Books

Appendix V. Speaking English in Chicago and London

Appendix VI. Speaking in Public

Appendix VII. Answers to Selected Questions

Prescribed Book

Nissani, M, and S. Lohani, **Flax-Golden Tales: An Interdisciplinary Approach to Learning English.** Shorter Third Edition. Kathmandu; Ekta, 2013. (Sounds of English and Stories and Poems on CD)

Unit II: The following pieces carry 30% of the weightage of this course:

LH 22

1. Paragraph to Short Essay

The Paragraph
Unity and Coherence
From Paragraph to Short Essay
Editing Your Writing
Putting It All Together

2. Descriptive Essays

3. Narrative Essays

4. Opinion Essays

5. Comparison and Contrast Essays

6. Cause and Effect Essays

(subtopics for all the different essay types):

Stimulating Ideas
Brainstorming and Outlining
Developing Your Ideas
Editing Your Writing
Putting It All Together

7. The Writing Process

8. Punctuation

9. Connectors

10. Grammar Terms

Prescribed Book

Savage, Alice, and Patricia Mayer. **Effective Academic Writing 2: The Short Essay.** Oxford: OUP 2005.

Teaching Method

The suggested teaching method is to introduce the theme and the writing task and then guide the students to practice specific skills and put language knowledge to produce their own writings. The recommended approach is to view the books not as mere language texts but to introduce students to many disciplines, to expand their intellectual and spiritual horizons, to underscore the nobility of humanity's never-ending search for truth, beauty, and compassion. The goal is, therefore, to teach language skills along with insight and wisdom. The specific methods are also suggested in the course books and teacher manuals, and it will prove valuable for teachers to follow them.

Evaluation

The examinations will cover the language skills and include a range of tasks which assess students' ability to use English in a variety of contexts. Above all, the examinations will assess the students' ability to communicate effectively in English, especially in reading and writing activities.

Reference Books

Oxford Advanced Learner's Dictionary of Current English. Eighth Edition. Oxford: OUP, 2010.

Crystal, David, ed. **The Penguin Encyclopedia.** 3rd rev. ed. Penguin Books, 2006.

Carter, Ronald, and Michael McCarthy. **Cambridge Grammar of English.** Cambridge: CUP, 2006.

Thomson, Anne, **Critical Reasoning: a practical introduction.** Third Edition. London and New York: Routledge, 2009.

MGT 201: Principles of Management

Course Objectives

This module aims to impart the basic management knowledge, and skills to the students so as to enhance their managerial capabilities and enable them to apply in the practical field.

Contents

Concepts and functions of management. Management perspective. Planning: meaning, classification, steps and tools. Planning premises. Decision making: meaning, types, conditions and process. Organizing: meaning, process, principles, and architecture. Authority and responsibility. Centralization, delegation and decentralization. Staffing. Emerging issues in organizing. Leading: meaning, qualities and styles. Individual differences and psychological contract. Introduction to groups. Concept of managerial ethics. Motivation: concept and techniques. Communication: meaning, process, types and barriers. Controlling: meaning, process and techniques. Quality. Organizational change and development, and Operation and technology management. .

Detailed Course

Unit 1: Introduction

LH 4

Management: concepts, meaning, essence, levels and functions. Types of managers. Managerial roles and skills. Becoming a manager: role of education, experience and situation. Business environment and society-external environment, corporate social responsibility, ethics, corporate governance and ethical standards.

Unit 2: Perspectives in Management

LH 8

Early development. Classical Perspective: scientific management, administrative management and bureaucracy. Behavioral Perspective: Hawthorne studies, human relations movement, and emergence of organizational behavior. Quantitative Perspective: management science and operations management. Integrating perspectives: systems and contingency perspectives. Emerging management issues and challenges.

Unit 3: Planning

LH 7

Meaning. Levels of Planning: Strategic, Tactical and operational. Steps in Planning. Tools for planning. Planning premises. Pitfalls of planning. Improving planning. Decision Making: meaning, types and process. Decision making conditions – certainty, risk and uncertainty. Practical exercises on taking decisions including decision making using indicators.

Unit 4: Organizing

LH 8

Meaning, process and principles of organizing. Organization Architecture: vertical differentiation – tall versus flat hierarchies, horizontal differentiation – functional structure, multidivisional structure, geographic structure, and matrix structure. Responsibility: establishing task and reporting relationships, creating accountability. Authority: line authority and staff authority. Delegation of

authority. Centralization, Decentralization and Devolution: meaning, reasons, advantages and disadvantages. Emerging issues in organization design. Staffing: concept and importance.

Unit 5: Leading

LH 7

Meaning and qualities of leadership. Understanding Individual differences and psychological contract. Concept and types of groups. Leadership Styles: autocratic, democratic, and participative. Concept of managerial ethics. Motivation: concept, importance, and techniques. Communication: meaning, process, and networks. Concept of active listening. Types of communication, Barriers to effective communication.

Unit 6: Controlling

LH 10

Meaning, purpose, Process and types of controls. Essentials of effective control systems. Control tools and techniques. Quality: Concept and importance. Total Quality Management: concept, components, principles, tools and techniques. Emerging issues in quality management. Production and operation management, supply chain management, Kaizen, six sigma, The Japanese 5S practice, Technology management, Management information system and IT.

Unit 7: Organizational Change and Development

LH 4

Nature, forces, paradigm shifts and areas (structure, technology, business process and behaviors) of organizational change. Resistance to change. Overcoming resistance to change. Concept of Organizational Development, OD intervention.

Addendum: At least one case will be administered at the end of each chapter. The students will also complete a project work and a few other assignments as specified by the faculty member.

References

Charles W.L. Hill and Steven L. McShane, **Principles of Management**, Tata Mc-Graw-Hill Company, New Delhi.

Griffin, Ricky W., **Management**. AITBS Publishers and Distributors, New Delhi.

Hitt, M.A., J.S. Black and Porter, L.W., **Management**, Pearson Education, New Delhi

Pant, Prem Raj, **Principles of Management**, Buddha Academic Publishers and Distributors Pvt. Ltd.

Adhikari, Dev Raj. Principles of Management, Sunrise Publication, Kathmandu

Paudyal, Santosh Raj, Pradhan, Gopal Man and Bhandari, Kedar P. (2064), **Principles of Management**, Asmita Publication, Kathmandu.

Bhat Anil and Kumar Arya Management: Principles, Processes and Practices.

MTH 201: Business Mathematics I

Course Objectives

The course introduces mathematical techniques through examples of their application to economic and business concepts. It also tries to get students tackling problems in economics and business using these techniques as soon as possible so that they can see how useful they are. The purpose of the course, then, is to present mathematical skills and concepts, and to apply them to ideas that are important to the management students.

In addition, the course includes the basics of spreadsheet operations relating to solving equations, systems of equations, quadratic equations, matrices, the Mathematics of Finance and some numerical methods as well.

Course Contents

Straight lines and Functions, their Applications in Market Analysis, Excel for Linear Functions Simultaneous Equations and Use them in Equilibrium Market Analysis, Quadratic Equations and Economic Applications, Non-linear Functions, Numerical Methods for Solving Nonlinear Equations, their Graphs and Applications, Financial Mathematics, Excel for Financial Mathematics, Differentiation and Applications in Marginal Analysis, Economic Applications in Optimization.

Detailed Course

- | | |
|--|---------------|
| Unit 1: Straight lines and Functions | 6 hrs |
| Straight lines, Linear Functions,
Applications: demand, supply, cost, revenue, Elasticity of demand, supply and income,
Budget and cost constraints, Method of Least Squares;
Lab. Work: Introducing Excel, Excel for linear functions. | |
| Unit 2: Simultaneous equations | 6 hrs |
| Simultaneous linear equations, Equilibrium and break-even, Consumer and producer surplus, the <i>IS-LM</i> model
Lab. Work: Excel for simultaneous linear equations. | |
| Unit 3: Quadratic Equations | 7 hrs |
| Graphs of Quadratic Functions, Quadratic Equations, Applications to Economics;
Lab. Work: Excel for quadratic equations. | |
| Unit 4: Non-linear functions, their graphs and applications | 10 hrs |
| Cubic and other polynomial functions, Exponential functions, Logarithmic functions,
Hyperbolic functions of the form $a/(bx + c)$;
Bisecton method, Newton-Raphson method for solving nonlinear equations;
Lab. Work: Excel for non-linear functions;
Smart math calculator (software): Bisecton method, Newton-Raphson method. | |
| Unit 5: Financial mathematics | 10 hrs |
| Arithmetic and geometric sequences and series; Simple interest, compound interest and annual percentage rates, Depreciation, Net present value and internal rate of return, Annuities, debt repayments, sinking funds; Relationship between interest rates and the price of bonds; | |

Lab. Work: Excel for financial mathematics.

Unit 6: Differentiation and applications

9 hrs

Slope of a curve and differentiation, Rules of differentiation, Differentiation and marginal analysis, Optimization for functions of one variable, Economic applications of maximum and minimum points, Curvature and other applications, Elasticity and the derivative;

Lab. Work: Excel for applications of derivatives.

References

Teresa Bradley, **Essential Mathematics for Economics and Business**, John Wiley & Sons Ltd

Frank S. Budnick, **Applied Mathematics for Business, Economics, and the Social Sciences**, McGraw-Hill Ryerson, Limited.

Ronald J. Harshbarger, James J. Reynolds , **Mathematical Applications for the Management, Life, and Social Sciences**, Houghton Mifflin Company.

Vassilis C. Mavron, Timothy N. Phillips, **Mathematics for Economics and Finance**, Springer-Verlag.

G. S. Monga, **Mathematics for management and economics**, Vikas Publishing House Pvt. Ltd., New Delhi.

Mike Rosser, **Basic Mathematics for Economists**, Routledge Taylor & Francis Group

Alpha C. Chiang, **Fundamental Methods Of Mathematical Economics**, McGraw-Hill, Inc.

Srinath Baruah, **Basic Mathematics and its Application in Economics**, Macmillan India.

A. B. Sthapit, P. M. Bajracharya and et al: **Fundamentals of Business Mathematics**, Buddha Academic Publishers & Distributors Pvt. Ltd., Nepal.

SOC 201: SOCIOLOGY FOR BUSINESS

Module Objectives

This module aims to inculcate knowledge of basic sociological concepts and methods so that students are equipped with an adequate understanding of the sociological perspectives on management and business administration.

Contents

Introduction to Sociology, Basic concepts in Sociology; Social Institutions: Social Processes; Social Stratification; Social Disorder, Deviance and Social Control; Social Change; Theoretical Perspectives in Sociology; Research Methods in Sociology and; The Sociological perspectives on Management and Business Administration.

Detailed Course

Unit 1: Introduction to Sociology LH 4

- Meaning, nature, subject matter and emergence of sociology.
- Relationship of sociology with economics, psychology and anthropology.
- Relevance of sociology in management and business administration.

Unit 2: Basic Concepts in Sociology LH 4

- Meaning and definition of society, community, culture, group, norms, values, status, role, ethnicity, gender, class and caste.
- Implication of sociological concepts in management and business administration related issues/problems.

Unit 3: Social Institutions LH 4

- Meaning and definition, and basic features of family, kinship, economy, polity, education and religion.
- Linkage of social institutions with management and business administration related issues/problems.

Unit 4: Social Processes LH 4

- Meaning and definition of socialization, adaptation, cooperation, competition, conflict, globalization.
- Implications of social processes in management and business administration.

Unit 5: Social Stratification LH 5

- Meaning and definition of social differences, inequalities and stratification
- Caste, class, ethnicity and gender dimensions of social stratification in Nepal
- Social stratification vis-à-vis management and business administration

Unit 6: Social Disorder, Deviance and Social Control **LH 2**

- Meaning and definition of social problems (disorder and deviance) and social control.
- Linkage with management and business administration.

Unit 7: Social Change **LH 4**

- Meaning and definition of social and cultural change.
- Factors of social and cultural change.
- Connection of management and business administration to social and cultural change.

Unit 8: Theoretical Perspectives in Sociology **LH 6**

- The sociological imagination and sociological perspectives.
- Functionalism: basic assumptions.
- Conflict Theory: basic assumptions.
- Postmodernism: basic assumptions.
- Implications of sociological theories in management / business administration.

Unit 9: Research Methods in Sociology **LH 5**

- Nature and trend of sociological research
- Choosing a research problem or a topic
- Formulating hypothesis or assumptions
- Designing a research or writing a research proposal
- Collecting / acquiring data through fieldwork
- Processing, analyzing and interpreting data / findings
- Writing up the report and Presenting / disseminating the findings

Unit 10: The Sociology of Management and Business Administration **LH 10**

- Sociology of organizations
- Networks and organizations
- Analysis of organization
- Organizational / bureaucratic goals and societal expectations
- Managers and corporations vis-à-vis politics and power
- Work and leisure
- Group dynamics and intergroup relations
- Indigenous management and management of indigenous knowledge
- Dynamics of social capital
- Interdependence of social and technical skills
- Market and political culture
- Management of non-government development organizations
- Social movement politics and organization
- Relations in Business

Project Work (Specify the hours allocated to Unit 10)

- Choosing a topic for research

- Preparing research plan / proposal and developing research tools
- Conducting fieldwork / research
- Writing report and presentation

Addendum: At least one case will be administered in the end of each chapter. The students will also complete a project work and few other assignments as specified by the faculty member.

References

- Abraham, M. Francis, 1982, **Modern Sociological Theory: An Introduction**, Calcutta: Oxford University Press, pp. 72-113, 209-242.
- Chaturvedi, A. and A. Chaturvedi 1995, The Rationale of a Sociology of Organizations: Introduction, In **The Sociology of Formal Organizations**, Delhi: Oxford University press, pp. 1-40.
- Fligstein, N. 2002, Markets as Politics: A Political – Cultural Approach to market Institutions. In **Readings in Economic Sociology**, London: Blackwell.
- Haralambos, M. and RN Heald 1980, **Sociology: Themes and Perspectives**, New Delhi: Oxford University Press, pp 228-324.
- Lewis, D. 1999, **The Management of Non-governmental Development Organizations**,
- Shankar Rao, C.N. 2000, **Sociology: Primary Principles**, Third Edition, New Delhi: S Chand and Company.
- Turner, J.H. 1994, **Sociology: Concepts and Uses**, New York: McGraw-Hill, Inc. pp. 139-172.
- Vidyabhusan and DR Sachadeva, 1983, **An Introduction to Sociology**, New Delhi: Kitav Mahal.

PROGRAM BBM

attempt all questions (no question for chose in any group)

Group "A"

5 questions of 2 marks = 10 marks

Group "B"

six question of 5 marks = 30

Group "C"

4 questions of 10 marks = 40

Case Analysis

4 questions of 5 marks = 20

Model Question

Candidates are required to give their answers in their own words as far as practicable. Figures in the margin indicate full marks.

Attempt all questions

Brief answer questions.

[1 x 10]

1. Point out the subject matters of sociology.
2. What is the difference between sex and gender?
3. List any three features of family.
4. Mention the agents of socialization.
5. What is meant by social stratification?
6. What are the means of formal social control?
7. List the factors of social change.
8. List any three assumptions of conflict theory.
9. List the types of status with examples.
10. List the sources of social capital.

Brief answer questions.

[7 x 5]

11. Discuss the relationship of sociology with economics.
12. Explain gender based stratification in Nepali society.
13. What is functionalism? Trace out its assumptions.
14. What do you mean by social change? How does social change impact on organizations?

Or,

What do you mean by social control? Discuss the control mechanisms applied in organizations.

15. How can you link the process of adaptation to business environment?
16. How does sociology help in comprehending organizational problems?
17. What is social capital? Discuss the advantages of social capital.

18. Read the following case and answer the questions that follow:

Mahila Jagriti Saving / Credit Co-operative was established in the year 1998. There were altogether 47 groups affiliated with 686 shareholders to date. The co-operative provided loan at the rate of 18% interest rate and maximum loan of Rs. 5000 could be obtained at a time.

The co-operative record showed highest percentage of loan i.e., 65% was disbursed for buffalo raising followed by goat raising (20%), business (10%) and for vegetable farming (5%). The loan disbursement record of July 15, 2005 by ethnic affiliation showed that 33% of loan was disbursed to Brahman followed by the Magar (29%), the Tamang (14%), the Newar (12%). The lowest amount of loan was disbursed for the Praja (8%) and the Dalit (4%). Though the majority of the loan was disbursed to Brahman, The repayment rate was very high. The Tamangs had the highest number of overdue loans followed by the Magar and the Brahmans.

There were different committees such as loan committee, education committee and executive committee to ease the work. The manager handled all the accounting as well as daily management of the office. The executives met once a month regularly but it was found they were giving much of their time and effort in discussing saving / credit operations.

There were 20 loan defaulter members with variation in period from 1-9 months. There was also the case of misuse of saving amount by the ex-manager of the co-operative. The result of which, other members of that group could not access loan from co-operative for longer period. With lots of effort, they were able to release the amount and the groups were then able to access the loan. Now there was a provision of supervision of loan utilization from loan committee.

The co-operative members had received various trainings including leadership, group management and saving / credit operations. The executive members highly owned the co-operative and their participation in co-operative affairs was very impressive. The members said that being in the group and in the co-operative they had found lots of changes in themselves. They had become self-reliant and capable of sending their children to school. Apart from that, they were aware of legal and human rights, gender equity and many other issues which they were not aware of before.

Questions

- a) Discuss the social and administrative composition of the cooperative and give your opinion about the mode of cooperation among the members.
- b) Explain the socio-economic benefits that were enjoyed by cooperative members.
- c) List the social and managerial problems you observed in the cooperative and give suggestions to overcome these problems.

Tribhuvan University
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Course detail of
Bachelor of Business Management (BBM) 2nd Semester

April 2014

ACC 201: Financial Accounting

Credit Hours: 3

Course Objective

The main objective of this course is to impart students with the basic knowledge and skills of accounting so that they will understand and work out how financial statements are prepared and analyzed in business firms.

Contents

This course contains introduction to financial management, mechanics of accounting, journal proper, preparation of financial statements, cash flow statement, and analysis of financial statements.

Detailed Course

- Unit 1: Introduction LH 7
Concept, objective, functions and limitations of accounting; Users of accounting information; Basic terminology of accounting; Accounting principles, assumptions, conventions and standards; Accounting equation; Accounting cycle
- Unit 2: Mechanics of Accounting LH 12
Documents forming the basis of accounting; Voucher system; Books of original entry; Rules for journalizing; Subsidiary books; Ledger book: posting and balancing; Preparation of trial balance
- Unit 3: Journal Proper LH 8
Concept and objective of journal proper; Closing entries; Entries for fixed assets and their depreciation; Rectification entries; Entries for provisions; Adjustment entries
- Unit 4: Preparation of Financial Statements LH 10
Concept, nature and objective of financial statements; Trading account; Profit and loss account; Balance sheet; Preparation of financial statements: trading account, profit and loss account and balance sheet with adjustment entries; Profit and loss appropriation account; Columnar financial statements
- Unit 5: Cash Flow Statement LH 6
Concept, nature and purpose of cash flow statement; Cash flows: operating activities, investing activities and financing activities; Preparation of cash flow statement
- Unit 6: Analysis of Financial statements LH 5
Concept, nature and objective of financial analysis; Types of financial analysis: comparative balance sheet, common-size statements and ratio analysis

Basis Textbooks

Paresh Shah. Financial Accounting for Management . New Delhi: Oxford University Press
Madhav R. Koirala and L.P. Bhanu Sharma. Financial Accounting . Kathmandu: Buddha Academic Enterprises

Reference Books

Jane L. Reimers. Financial Accounting . New Delhi: Pearson Education
Earl K. Stice and James D. Stice. Financial Accounting: Reporting and Analysis . New Delhi: South-Western

Updated

ECO - 212 : Introductory Macroeconomics

Module Objectives

This module aims to develop students' understanding of the macroeconomic concepts to enhance their skills in analyzing business environment for decision-making.

Contents

Macroeconomics: concepts and significance. National income accounting: concepts, measurement approaches and difficulties of national income. Income determination models: classical model, Keynesian theories, IS \in LM model, AD-AS Approach, Consumption, saving and investment functions, Concept of multipliers. Macro Economic Environment: Business cycles: Inflation, deflation and stagflation, Unemployment, BOP and Exchange rate, Privatization, Globalization, and Liberalization, FDI, Economic growth and development. Macroeconomic policies: monetary policy, fiscal policy.

Detailed Course

Unit 1: Introduction to Macroeconomics LH 2

- ø§ Meaning and scope of macroeconomics
- ø§ Static and dynamic analysis of Macroeconomics
- ø§ Macroeconomics and business environment.

Case Studies

Unit 2: National Income Accounting LH 7

- ø§ Circular flow of income and expenditure (two, three and four sector economy)
- ø§ Meaning of national income
- ø§ Various concepts of NI: GDP, NDP, GNP and NNP (both in \in market price and factor cost terms), Personal income, Disposable income and Saving, Per capital income
- ø§ Nominal GDP, Real GDP and GDP deflator
- ø§ Measurement methods of NI (Product, Income and Expenditure)
- ø§ Measurement Difficulties of NI.

Numerical assignments and Case studies

Unit 3: Theories of National Income Determination LH 20

Classical Theory of output and Employment

Keynesian Model of Income Determination

- ø§ Consumption function: Meaning, technical attributes and determinants, Psychological law of consumption function
- ø§ Saving Function: Meaning, technical attributes and determinants, Paradox of thrift
- ø§ Investment Function: Meaning, types and determinants, MEC and Investment Demand Curve
- ø§ Income determination in a Two sector economy, change in aggregate demand and investment multiplier
- ø§ Income determination in a Three sector economy, fiscal multipliers (tax multiplier, government expenditure multiplier and balanced budget multiplier)
- ø§ Income determination in a Four sector Economy, foreign trade multiplier

IS \in LM Model of Income Determination

- o Derivation of IS curve and product market equilibrium
- o Derivation of LM curve and money market equilibrium
- o Determination of equilibrium income
- o Shift in IS curve and effect on equilibrium income
- o Shift in LM curve and effect on equilibrium income
- o Shift in IS and LM curves and simultaneous effect on equilibrium income
- o Effects of monetary and fiscal policies on equilibrium income

Numerical assignments and Case studies

Unit 4: Macro Economic Environment

LH 14

Inflation: Meaning, types (on the basis of rate and control), Theories of inflation € Demand-pull and cost-push, Effects on production and distribution of income and wealth, Computation of rate of inflation (Using PPI, CPI and GDP deflator), Meaning of Deflation and Stagflation

Unemployment: Meaning and types, costs of unemployment, Inflation and unemployment

Business cycle s: Meaning and characteristics, Phases of business cycles, Economic stabilisation policy.

Balance of Payments : Meaning and components

Exchange rate: Meaning and types, exchange rate determination (demand supply approach)

Economic growth and development: Meaning and differences, Sources of economic growth,

Privatisation, Economic liberalization, Globalization, market failure, Foreign direct investment, Foreign employment: current status and role.

Numerical assignments and Case studies

Unit 5: Macroeconomic Policies

LH 5

Macroeconomic Policy : Meaning and Objectives

Money Supply: Meaning and sources

Monetary policy: Meaning, types, instruments, indicators, targets, goals.

Fiscal Policy: Meaning, methods, instruments, goals

Deficit Financing: Meaning and significance

Case studies

References

Bernake and Abel , Macroeconomics, Singapore, Pearson Education latest edition

Froyen, R.T. Macroeconomics and Policies (8th edition)

Mankiew, NG (1998), Principles of Macroeconomics, Orlando, The Dryden Press, Harcourt Brace College Publishers

McConnell and Brue, Economics : Principles, Problems and Policies, New York, McGraw Hill. Latest edition

Shrestha, R.G. and Adhikari, G.M. Macroeconomics, fifth edition

Slovan and Slutcife Economics for Business, Delhi, Pearson Education, latest edition

Todaro, M.P Economics in the Third World, Hyderabad, Orient Longman, Ltd. Latest edition

Other suggested readings: Various Publications and Journals of Nepal Rastra Bank, Ministry of Finance, National Planning Commission, Central Bureau of Statistics, World bank, Central Department of Economics (TU) and So on.

ENG - 212 : English - II

Credit hours: 3

Module Objectives

The second semester general English course (ENG 312) is expected to consolidate and further strengthen the English skills presented during the first semester (ENG 311) . It helps students get ahead with their general English vocabulary and skills and gives them grammar practice in different contexts. The lessons cover important vocabulary, grammar, reading and writing, listening and speaking skills. Authentic listening and reading materials provide models for up to date language, grammar, and vocabulary.

Contents

This course contains two units. The first unit includes introduction to the topic, reading and discussion, personal written response, further reading, writing and discussion, focus on writing skills, formal writing assignment and grammar and punctuation. Unit II comprises 13 other contents including choosing le mot juste, live and dead metaphors, pattern of grammar in a text and so on.

Detailed course

Unit I : The following pieces carry 60% of the weightage of this course:

LH 29

1. Introduction to the Topic , Reading, and Discussion

Reflection

Discussion

Preparing to read

Reading for overall meaning

Reading for more detail

2. Personal Written Response

Journals: a private audience

Shared writing

Feedback on student writing

3. Further Reading, Writing, and Discussion

Preparing to read

Reading for overall meaning

Reading for more detail

Helping each other understand

Discussion: Critical thinking

4. Focus on Writing Skills

Using other's writing

Meeting reader expectations

Sentence grammar

5. Formal Writing Assignment

Writing topics

Generating ideas

Expanding student point of view

Initial drafts

Review, revision, and assessment

6. Grammar and Punctuation

Sentence Structure

Relative Clauses

Word Order

Adjectives and Adverbs

Punctuation

Complete Essay Assessment Checklist

Prescribed Book

Smalzer, William R., Write to be Read: Reading, Reflection, and Writing.
CUP, 2005.

Second Edition. Cambridge:

Unit II: The following pieces carry 30% of the weightage of this course:

LH 19

1. Choosing le mot juste

2. Following and flouting conventions
3. Live and dead metaphors
4. Patterns of words in a text
5. Patterns of grammar in a text
6. The textual orchestration of patterns
7. The effects of the medium
8. Sequences of words and events
9. The selection of significant detail
10. Personal attitude, involvement and emotion
11. Style and ideology
12. A note on the poetic
13. Suggestions for projects

Prescribed Book

Haynes, John. *Style*. London and New York: Routledge, 1995.

Teaching Method

The specific methods for teaching are suggested in the course books and teacher manuals, and it will prove valuable for teachers to follow them. A useful method will be to introduce the theme and the writing task and then guide the student to practice specific skills and put language knowledge to produce their own writings in different genres using appropriate styles.

Evaluation

The examinations will cover the language skills and include a range of tasks which assess students' ability to use English in a variety of contexts. Above all, the examinations will assess the students' ability to communicate effectively in English, especially in reading and writing activities using the right writing style.

Reference Books

Oxford Advanced Learner's Dictionary of Current English. Eighth Edition. Oxford: OUP, 2010.

Crystal, David, and D. Davy. *Investing English Style*. Harlow: Longman, 1969.

Carter, Ronald, and Michael McCarthy. *Cambridge Grammar of English*. Cambridge: CUP, 2006.

Smalzer, William R. Write to be Read: Teacher's Manual. Cambridge: CUP, 1996

Cummins, Denise D. Good Thinking. Cambridge: CUP, 2012.

MTH 212: Business Mathematics I I

Credit hours: 3

Course Objectives

The course introduces mathematical techniques through examples of their application to economic and business concepts. It also tries to get students tackling problems in economics and business using these techniques as soon as possible so that they can see how useful they are. The purpose of the course, then, is to present mathematical skills and concepts, and to apply them to ideas that are important to the management students. In addition, the course includes the basics of spreadsheet operations relating to solving equations, systems of equations, quadratic equations, matrices, the Mathematics of Finance and some numerical methods as well.

Course Contents

This course deals on integration and applications in production, first-order differential equations and applications, dynamics of market price, linear inequalities and linear programming, linear algebra and applications, numerical methods for solving systems of linear Equations, input/output analysis, functions of several variables and their applications in business and economics, difference equations and dynamic economic analysis.

Detailed Course

Unit 1: Integration and applications 8 hrs

Integration as the reverse of differentiation, Integration of the natural exponential function,

Integration by algebraic substitution, Definite integral, Area under a curve, Consumer and producer surplus.

Unit 2: First -order differential equations and applications 9 hrs

Differential equations for limited and unlimited growth, First-Order Linear Differential Equations with Constant, Coefficient and Constant Term, Dynamics of Market Price, Variable Coefficient and Variable Term, Exact Differential Equations, Nonlinear Differential Equations of the First Order and First Degree.

Unit 3: Linear inequalities and Linear programming 6 hrs

Linear Inequalities in Two Variables, Linear programming: Graphical method, Simplex method (two variables): Standard L P Problems, Duality and Standard Minimization L P Problems.

Online: Simplex method

Unit 4: Linear algebra and applications 7 hrs

Matrices, Elementary row operations, Solution of equations: Gauss elimination method and Gauss-Jordan method, Iterative Solution of equations: Gauss Siedel method, Determinants, Solution of equations: Cramer's rule, Inverse matrix: Gauss-Jordan method, Input/output analysis;

Lab. Work : Excel for linear algebra,

Online: Gauss elimination method for solving system of linear equations, Gauss-Jordan method for solving system of linear equations and finding inverse matrices.

Unit 5: Functions of several variables

9 hrs

Functions of several variables, Applications of functions of two variables in Business and economics, Partial differentiation, Applications of partial differentiation, Elasticity of Demand, Utility, Production, Graphical Representations, Unconstrained optimization,

Constrained optimization and Lagrange multipliers.

Unit 6: Dynamic economic analysis and Difference equations

9 hrs

Difference equations, Solution of difference equations (first-order), Cobweb: iterative solutions, Cobweb: difference equation solutions, Lagged Keynesian macroeconomic model, Duopoly price adjustment.

References

Teresa Bradley, Essential Mathematics for Economics and Business , John Wiley & Sons Ltd.

Frank S. Budnick, Applied Mathematics for Business, Economics, and the Social Sciences , McGraw-Hill Ryerson, Limited.

Ronald J. Harshbarger, James J. Reynolds, Mathematical Applications for the Management, Life, and Social Sciences , Houghton Mifflin Company.

Vassilis C. Mavron, Timothy N. Phillips, Mathematics for Economics and Finance , Springer-Verlag.

G. S. Monga, Mathematics for management and economics , Vikas Publishing House Pvt. Ltd., New Delhi.

Mike Rosser, Basic Mathematics for Economists , Routledge Taylor & Francis Group

Alpha C. Chiang, Fundamental Methods Of Mathematical Economics , McGraw-Hill, Inc.

Srinath Baruah, Basic Mathematics and its Application in Economics, Macmillan India Ltd.

A. B. Sthapit, P. M. Bajracharya and et al: Fundamentals of Business Mathematics, Buddha Academic Publishers & Distributors Pvt. Ltd., Kathmandu, Nepal.

PSY 201: PSYCHOLOGY

Credit hours: 3

Objective

The main objective of this course is to enable the students to understand basic processes and structures underlying human behavior as a basis for managing people in an organizational setting.

Contents

The course mainly deals on introduction of psychology, perception and social thought motivation and emotion, learning and memory, memory and forgetting, thinking and problem solving. human Intelligence, emotional Intelligence and its applications and personality.

Detailed Course

UNIT 1: introduction

LH 6

Ø Understanding Psychology

concepts, goals of psychology. Major perspectives in psychology (behavioral, cognitive, biological, evolutionary, development, psychodynamics, and social and cultural). Psychological trends for new millennium. Applications of psychology in everyday life.

Ø Research methods in Psychology

LH 4

- o Observation € naturalistic
- o Correlation method
- o Experimental method

Unit 2: Perception and Social Thought

LH 6

Ø Concepts, factors influencing perception. Perceptual organization, Illusion.

Ø Person perception

Concept, Kelly's attribution theory, errors or biases in attribution shortcuts in judging others, specific applications in organization.

Ø Social behavior

- o Persuasion
- o Attitudes
- o Prejudices and techniques to reduce it.

Ø Social influences

- o Conformity
- o Compliance
- o Obedience (Milgram's experiment)

Unit 3: Motivation and Emotion

LH 5

Ø Motivation

Concept, motivational cycle, types of motives € primary and secondary. Motivational theories € drive theory, arousal theory, expectancy theory, goal-setting theory, and equity theory.

ðØ Emotion

Concept, types of emotions. Expressive components of emotions, External constraints on emotion € organizational influences and cultural influences. Emotional labor € felt emotion vs. displayed emotion.

ðØ Organisational applications of emotion

Ability and selection, decision-making, creativity, interpersonal conflict, deviant workplace behaviors. Implication of emotions for managers.

Unit 4: Learning and Memory

LH 5

ðØ Concept, theories of learning (different perspectives) € behavioral perspective (classical conditioning and operant conditioning), cognitive perspective (social/observational learning and insight learning).

ðØ Application of learning theories

- o Shaping behavior € positive reinforcement, negative reinforcement, punishment and extinction
- o Schedule of reinforcement
- o Behavior modification

Unit 5: Memory and Forgetting

LH 6

ðØ Concept, memory process (encoding, storage and retrieval).

ðØ Memory system

Sensory memory, short-term memory, long-term memory (Atkinson and Shiffrin model).

ðØ Contemporary approaches to memory

Working memory, long-term memory modules: declarative memory (semantic memory and episodic memory) and procedural memory; associative module of memory.

ðØ Improving memory

ðØ Forgetting

Concept, causes of forgetting € i) decay, ii) inhibition (proactive and retroactive), iii) memory dysfunctions € Alzheimer's disease, amnesia € retrograde amnesia and anterograde amnesia.

Unit 6: Thinking and Problem Solving

LH 5

ðØ Thinking

- o Concept, elements of thought € mental images and concepts.
- o Creativity € concept, confluence approach of creativity. Creativity € learned or innate?
- o Reasoning € algorithms and heuristics.

Unit 7: Human Intelligence

LH 6

ðØ Intelligence

Concept, major approaches of intelligence € Two-factor theory, Group factor theory, Gardner's theory of multiple intelligence, Sternberg's Triarchic theory, Cattell's fluid and crystallized

intelligence. Variation in intellectual ability € mental retardation and intellectually gifted. Role of heredity and environment.

øø Emotional intelligence

Concept, Goleman's dimensions of emotional intelligence. Emotional intelligence in work place. Applications of emotional intelligence.

Unit 8: Personality

LH 5

øø Concept, determinants of personality € heredity, environment and situation. Personality traits € Myers-Briggs, Type Indicator (MBTI) and Big Five Model of personality. Personality attributes influencing OB. Measurement of personality € objective method (MMPI), and projective methods (RT and TAT).

References

Baron, B.A. (2003), Psychology, Sixth Edition. Prentice-Hall of India.

Feldman, R.S. (2004). Understanding Psychology, Sixth edition. New Delhi, TaTa McGraw-Hill Publishing Co. Ltd.

Lahey, B.B. (1998). Psychology: An Introduction, New Delhi, TaTa McGraw-Hill Publishing Co. Ltd.

ACC 312: Computer Based Financial Accounting

Bachelor of Business Management (BBM)

Credit Hours: 3
Lecture Hours: 48

Course Objective:

This course aims to provide the students with a practical understanding of the computer and data processing system, with special focus on use of MS Excel and other accounting software packages for Accounting and information processing.

Course Description:

This course provides overview of computer and data processing system, information system and its components, information system resources, understanding of computer and financial application including accounting software packages. It also provides basic ideas of enterprise resource planning (ERP) and e-commerce. Examination under this subject will be computer based.

Course Details

Unit 1: Introduction

LH5

- Introduction to computer and basic terminologies relating to computer,
- basic understanding of data processing and information processing and computer applications and commercial office automation

Unit 2: Accounting through MS Excel

LH10

- An overview of MS Excel and possible uses of MS excel in accounting.
- Different ways by which MS excel can help in financial accounting and reporting.
- Data validation, Data filter, Charts, What if analysis, protecting Worksheet, Functions and formulas, conditional formatting
- Making decision using Excel, Pivot tables, Graphs etc.

Using Formatting and Functions

- Applying Formatting to Numbers
 - Creating Custom Number Formats
 - Applying Conditional Formatting
 - Using Formulas in Conditional Formats
 - Absolute and Relative References
 - Naming a Range
 - Using a Named Range in a Formula
 - Using Lookup Functions
 - IF Functions
 - Other relevant functions

Working with Data

- Validating Data Entries
- Sorting Data
- Subtotaling and Outlining Data
- Extracting Data with Filters
- Using Advanced Filters

Analyzing Data

- Creating PivotChart
- Using Pivot Table
- Managing Pivot Table
- Using Charts and Trend lines

Using Templates and Workbooks

- Applying a Template
- Using a Template
- Creating a New Template
- Editing a Template
- Linking Between Workbooks

Importing Data from Text Files and accounting software applications

Unit 3: Computerized Accounting

LH 15

- Introduction to Financial application and Accounting Software packages,
- Uses and benefits of accounting software packages,
- overview about different types of Accounting Software,
- Practical knowledge about data entry,
- extraction of accounting information and financial reporting through accounting software packages.

Unit 4: Basic MIS

LH5

- Components of Management information system (MIS),
- information system benefits,
- Need for MIS and characteristics of good MIS. ,
- Understanding the Business values of Information system
- The importance of change management in Information system success and failure.
- Managing Implementation

Unit 5: Enterprise resource planning

LH5

- Meaning/Definition of ERP
- Advantages and Disadvantages of ERP

Unit 6: Skill Development

LH8

- Prepare a project incorporating the use MS Excel for financial accounting and reporting.
- Practical exposure to the accounting software package.
- Project covering the stage from data entry to the extraction of financial statements from the accounting software package.

Reference books

1. Turban, Rainer, Potter: *Introduction to Information Technology*, Wiley, 2000
2. P. K. Sinha, *Fundamental of Computers* (B.P.B publication)
3. Steve Sagman, *MS- Office (For Windows)*
4. Busby, Michael and Russel A. Stultz: *Microsoft Office 2000*, BPB Publications

ENG - 313 : Business Communication

Credit Hours: 3
Lecture Hours: 48

Course Objectives:

The objectives of the course are to enable students to: increase confidence and fluency in speaking, improve accuracy to enable clear communication of ideas, develop understanding of grammar, interact in a multi-cultural environment, work on writing, reading and listening skills, focus on student's personal needs and objectives and develop specific skills in communicative English

Course Description:

This is a course in English for the workplace. It is for mature learners who need to improve their communication skills in English. It takes a fresh and constructive approach to the way students use language, and deals in depth with skills taught only at higher levels. The Business Communication course contains two components: I. Communication, and II. Business Composition. The weight age for each component is 50%.

I. Communication (50%)

Course Details

Unit I: The course is organized around nine broad communicative themes: LH24

- Requests
- Opening and closing
- Non-verbal communication
- Exchanging information
- Social interaction
- Conversation strategies
- Presentation
- Expressing feelings
- Case study
- Interaction
- Active Grammar
- Listening

Students should be encouraged to try out a broad range of hands-on communication activities. Some of the Major features of the course include:

- Language focus, dealing with a major area of grammar
- A section on various areas of grammar and exercises to practice them
- Interaction with pair work and information gap activities
- Listening comprehension tasks

Prescribed Book

Viney, Peter, and Karen Viney, *Handshake: A course in communication Student's Book*. Oxford: OUP, 1996.

Reference Books

Oxford Advanced Learner's Dictionary of Current English. Eighth Edition. Oxford: OUP, 2010.

Viney, Peter, and Karen Viney. *Handshake: A course in communication. Workbook*. Oxford: OUP, 1996.

Viney, Peter, and Karen Viney. *Handshake: A course in communication. Teacher's Book*. Oxford: OUP, 1996.

II. Business Composition (50%)

The Course

The course concentrates on presenting the skills students need when they write in English in business situations. To listen, speak, read, or write, knowledge of English vocabulary and grammar is needed; but these aspects of language are not specific to business communication.

Objectives

The main objectives of the course are to enable students to

- put ideas in order
- group ideas into paragraphs
- write apt introduction and conclusion
- show relationship between ideas
- present attitude clearly
- edit out irrelevant materials
- punctuate correctly

Course Contents

Unit I: With an eye to the kinds of writing students in business are mostly in need of doing, the contents of the course are listed below **LH24**

- Informal letters
- Formal letters
- Reports
- Brochures and guides
- Articles
- Instructions
- Writing a story
- Business letters and memos

Prescribed Book

Coe, Norman, Robin Rycroft, and Pauline Ernest. *Writing Skills: A Problem-Solving Approach*. Cambridge: CUP, 1983.

Suggested Teaching Method

Students learn a lot by working together in groups to solve a problem or make a decision. Learners should share their knowledge, compare their opinions, and discuss their ideas in small groups. The instructions for each exercise in both the textbooks include suggestions about ways of working with the material, and the teachers can adopt or adapt those suggestions according to their own ideas and circumstances. A

number of ideas for teaching are also given in the teacher's manual. Students will be evaluated in terms of the skills presented in the books.

Reference Books

Oxford Advanced Learner's Dictionary of Current English. Eighth Edition. Oxford: OUP, 2010.

Coe, Norman, and Robin Rycroft. *Writing Skills: A Problem-Solving Approach. Teacher's Book*. Cambridge: CUP, 1983.

Leech, G.N., and Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.

FIN 311: BASIC FINANCE

Credit Hours: 3
Lecture Hours: 48

Course Objectives :

The objective of the course is to provide the students with an understanding of the fundamental concepts and principles of business finance and impart skills for applying those concepts and principles in real business situations. The course also creates solid foundation for specialization in finance area.

Course Description:

This course provides students opportunity to understand fundamentals of business finance and their application in financial decisions in business. The course begins with the basics of business finance – introduction to business finance and the environment in which financial decisions are undertaken. Then it creates foundation for financial analysis of business opportunities by offering/ covering financial statements analysis and concepts related to time value of money and risk and return. Finally, it also covers valuation of important securities – bonds and common stocks, and the cost of capital.

Learning Outcome

By the end of this course, students should be able to:

- Understand fundamental nature of business finance;
- Understand the financial environment and its implication in financial decisions;
- Interpret the financial statements and carry out financial analysis of a corporation;
- Understand the concept of risk and return, and measure them for individual assets and portfolio of assets;
- Understand the concept of time value of money, gain the skill of computation, and apply them in solving business problems involving time value of money;
- Compute yields on securities and value them;
- Conceptualize component cost, overall cost and marginal cost of capital, and gain the skill on the calculation of these costs; and

Course Details

Unit 1: Introduction

LH4

- Nature of Business Finance, Corporate Investment and Financing Decision,
- The Role of Financial Manager,
- Goal of the Corporation,
- Agency Relationship and Corporate Governance.

Unit 2: The Financial Environment: Markets, Institutions, Interest Rates and Taxes LH 6

- Financial Markets: Concept and Types;
- Financial Institutions: Concept, Role in Funds Transfer, and Types;
- Interest Rates: Level of Interest Rate, Determinants of Market Interest Rates, Interest Rates and Business Decisions;
- Taxes: Corporate Tax, Marginal Tax and Average Tax.

Unit 3: Financial Statements and Their Analysis

LH10

- Financial Statements: Balance Sheet, Income Statement and Cash Flows Statement;
- Modifying Financial Data for Managerial Decisions:
- Net Cash Flows,
- Operating Assets and Operating Capital,
- Net Operating Profit,
- Free Cash Flows,

- Market Value Added and Economic Value Added;
- Financial Analysis: Types of Ratios, Du-Pont Identity, Use and Limitation of Ratio Analysis,
- Common-Size Financial Statements.

Unit 4: Time Value of Money

LH6

- Time Lines,
- Future Value and Compounding:
 - Single Period and Multiple Period,
 - Compound Interest; Present Value and Discounting:
 - Single Period and Multiple Period;
 - Present Value Versus Future Value;
 - Determining the Discount Rate;
 - Finding the Number of Periods;
 - Future Value and Present Values of Multiple Cash Flows;
 - Present Value for Annuity Cash Flows,
 - Annuity Payments,
 - Finding the Number of Payments,
 - Finding the Rate,
 - Future Value for Annuity;
 - Perpetuities:
 - Present Value of Perpetuity,
 - The Compounding Rates:
 - The Effect of Compounding Periods,
 - Effective Annual Rate and Annual Percentage Rate;
 - Amortization of Loan.

Unit 5: Risk and Return

LH6

- Return: various concepts and their measurement;
- Risk: Concepts and Measurement;
- Portfolio Risk and Return: Concept of Portfolio,
- Portfolio Risk and Portfolio Return.

Unit 6: Bond and Stock Valuation

LH10

- Concept, Features,
- Bond Valuation: Perpetual Bond, Zero Coupon Bond, Coupon Bond with a Finite Maturity,
- Bond Valuation with Semi-annual Interest, Discount and Premium Bond; and
- Bond Yields: Rate of Return, Current Yield and Capital Gain Yield, Yield to Maturity, Yield to Call.
- Features of Common Stock;
- Cash Flows from Common Stock;
- Stock Valuation for Definite Holding Period; Valuation of Stock for Indefinite Holding Period:
 - zero growth, constant growth and non constant growth; and
- Features of Preferred Stock, Valuation of Preferred Stock

Unit 7: Cost of Capital

LH6

- Concept of Cost of Capital;
- the Cost of Equity:
 - the Dividend Growth Model Approach,
 - The SML Approach;
- the Cost of Debt and Preferred Stock;
- the Weighted Average Cost of Capital:
 - the Capital Structure Weight; and

- Marginal Cost of Capital.

Textbooks

1. Brigham, E. F., & Ehrhardt, M. C. (2008). *Financial management: Theory and practice* (12thed). Delhi: Clengage Learning.
2. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2011). *Essentials of corporate finance* (7thed). New York: McGraw-Hill Irwin.

References

1. Brealey, R.A., Myers S.C., Alen, F., & Mohanty, P. (2012). *Principles of corporate finance* (10thed). New Delhi: McGraw-Hill Education (India).
2. Van Horne, J. C., & Wachowicz, J. R. (2009). *Fundamentals of Financial Management*, (13thed). New Delhi: PHI Learning.

SOC 312: Nepalese Society and Politics

Credit Hours: 3
Lecture Hours: 48

Course Objectives:

The objective of this course provides general introduction of Nepal, its geography, natural resources, history, society, cultures, economy, politics and the governance of Nepal.

Course Description:

After the completion of course the students will be able to understand Nepalese geography – climate and vegetation, understand history – society, religion and cultures, able to understand Nepalese economy and the problem of development, understand the political system – its development, and the governance system.

Course Details

Unit 1: Introduction

LH 10

- Origin of Nepal – Nepal as a sovereign country
- Geography – location
- Political history – Ancient period, Medieval period, Shah period Rana period
- Modern Nepal

Unit 2: People, Society and Culture in Nepal

LH 10

- Demography – demographic composition of people
- Religion – Hinduism, Buddhism, Islam, Kirat, and Christianity, and Religious harmony
- Festivals of Nepal
- Cultural heritage of Nepal
- Languages and literatures of Nepal
- Migration – types, trend, opportunities and challenges
- Implications on Business, economy and work culture

Unit 3: Nepalese Economy

LH 10

- Economy of Nepal – Planned economy and Mixed Economy, Nepal's status in HDI, World Development, and Poverty status
- Agricultural development – status, its contribution in national economy, challenges
- Secondary and tertiary sector development – status, its contribution to national economy, challenges
- Tourism in Nepal – scope and challenges
- Labour – employment status, domestic and foreign employment, challenges

Unit 4: Resources in Nepal

LH 8

- Natural resources – Land of Nepal, Rivers and Lakes of Nepal
- Water resources and Bio-diversity
- Climate and vegetation of Nepal
- Human resources

Unit 5: Political Development and governance in Nepal

LH 10

- Democracy
- Constitution and its development in Nepal
- Political parties and their roles
- Administrative division – central, sub-national and local administration
- Local self government – roles and functions of District Development Committee; Village Development Committee, Municipalities
- Nepal and international / regional organizations
- NGOs and INGOs in Nepal
- Implications in economy and Business

References

Gyanwali, Ram Prasad, 2012. *Know Nepal*. Kathmandu: Bhundipuram Prakashan.

Flippo, Edwin B. 1980. *Personnel Management*. London: Oxford Press.

Hamilton, Francis B. 1971. *An Account of the Kingdom of Nepal*. New Delhi: Manjushri Publishing House.

Hassold Davies. 1943. *Nepal Land of Mystery*. Londong: Scarcrow Publications.

Joshi, Bhuvan Lal and Leo E. Rose. 1966. *Democratic Innovation in Nepal*. Burkeley: University of California Press.

Regmi, D.R. 1975. *Modern Nepal Vol., 1*, Calcutta: K.L. Mukhopadhyay.

Regmi, Dilli Raman. 1975. *Medieval Nepal Part II*. Calcutta: K.L. Mukhopadhyay.

Shah, Rishikesh. 1990. *Modern Nepal: A Political History 1769-1955. Vol I 1769-1885*. New Delhi: Manohar Publications.

Sharan, P. *Government and Politics of Nepal*, New Delhi: Metropolitan Publications, 1983.

Sharma, Bal Chandra. 2022BS. *Nepal ko Aitihasi Ruprekha*. Varanasi: Krishna Kumari Devi.

Sharma, Devi Prasad. 2047BS. *Adhunik Nepalko Itihas*. Kathmandu, Ratna Pustak

STT 311: Business Statistics

(BBM 3rd Semester)

Credit Hours: 3 Hours

Nature of the course:

Theory and Practical with EXCEL (60% + 40%)

The student must succeed in Theory exam and Practical exam separately

Course Objectives:

This course introduces the students to statistical tools and techniques which are applied to in business decision-making. The course will cover the basic tools used to describe data for the purposes of transforming data into information. In addition, the course will present the fundamentals of statistical inference showing how it is possible to examine a small subset of data to reach conclusions about the larger set of data.

The statistical tools should be introduced from an applied perspective using business related examples. Microsoft Excel software will be used throughout the course to aid in statistical analysis.

Course Content:

- | | |
|--|--------------|
| Unit 1 Describing Data using Graphs and Tables | 4 hrs |
| Statistics in Business, Frequency distribution, Stem-and-leaf plots, Diagrams and Graphic presentation of Frequency distribution – Histogram, Ogive curve | |
| Unit 2 Describing Data Using Numerical Measures | 9 hrs |
| Measures of Central Tendency (Mean, Median and Mode), Partition values (quartiles, deciles and percentiles), Measures of variation (Range, Inter Quartile Range, quartile deviations), Variance and standard deviation, Coefficient of Variation, Skewness, Kurtosis, Five number summary, Box-Whisker plot, | |
| Unit 3 Probability | 5 hrs |
| Sample Space and Events, Probability, laws of probability, conditional probability, Baye's theorem. | |
| Unit 4 Probability Distributions | 5 hrs |
| Random variable, Mathematical Expectation , Binomial Distribution, Poisson Distribution, Normal Distribution. | |
| Unit 5 Sampling Theory and Sampling Distributions | 4 hrs |
| Population and Sample, Sampling Methods, Central limit theorem, Sampling Distribution of Mean and Proportion. | |
| Unit 6 Estimation | 5 hrs |
| Estimation, Properties of Good Estimator: Consistency, unbiasedness, efficiency and sufficiency, Point and interval estimates, Margin of Error and Levels of Confidence, Confidence interval estimates for mean and proportion, | |

Unit 7 Introduction to Hypothesis Testing**7 hrs**

Concept of Hypothesis Testing, Steps of Hypothesis Testing, Hypothesis Testing for Mean and Proportions for large Sample, Hypothesis Testing Using Critical Value approach, Confidence Limit approach, p -value approach.

Unit 8 Simple Linear Correlation**5 hrs**

Scatter plot, Measures to describe correlation, Pearson's product moment correlation coefficient, Correlation Coefficient for Bi-Variate Data, test of significance of Sample Correlation Coefficient using Probable Error, Spearman's rank correlation coefficient

Unit 9 Simple Linear Regression**4 hrs**

Linear models, Assumptions of the linear model, Linear regression model, Obtaining the least-squares linear regression model, interpretation of regression Coefficients,

Reference books:

1. David M. Levine and et al, *Statistics for managers using MS excel Pearson*
2. Glyn Davis and Branco Pecar, *Business Statistics using EXCEL*, Oxford University Press

ACC 313: Accounting For Decision Making

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to provide the students with an understanding of cost concept and cost behavior and develop an ability to use cost information for planning and control decision along with concepts of capital budgeting

Course Description

This course provides overview of cost concept, role of cost and management accounting in decision making, budgetary control, marginal costing and, understanding of various tools of investment decision.

Course Details

Unit 1: Introduction

LH 4

Role of accounting in decision making. Financial decisions in firm. Cost Accounting Vs Management Accounting Vs Financial Accounting. Cost concepts, terms used in costing. Cost unit and Cost Centre. Costing Methods and Techniques.

Unit 2: Elements of Cost

LH 5

Different Elements of Cost. Classification of cost. Preparation of Cost Sheets. Absorption and Variable costing and reconciliation thereof.

Unit 3: Reconciliation of Cost and Financial Accounting

LH 5

Preparation of Reconciliation Statement based on Cost Sheet and Profit & loss Account.

Unit 4: Budgetary Control

LH 5

Meaning, Need, Objectives and Functions of budgetary control. Advantages and Limitations of budgetary control. Classification and Preparation of Cash and Flexible budget only.

Unit 5: Marginal Costing

LH 8

Meaning of Marginal Costing. Objective and advantages of Marginal cost. Contribution, PV Ratio, Break Even Analysis. Problems on Computation of BEP (Excluding Decision Making).

Unit 6: Costing Methods and Techniques

LH 5

Meaning, features, advantages and disadvantages of job costing, process costing and activity based costing.

Unit 7: Investment Decision

LH 8

Meaning and significance of Capital Budgeting. Capital Budgeting process. Project classification and Investment Criteria. Concept of present value, Payback method, ARR Method, Net Present Value, IRR Method, Profitability Index.

Unit 8: SKILL DEVELOPMENT

LH 8

Collection of management report and financial statements of any one organized institution (preferably manufacturing) and prepare cost sheet along with reconciliation between profit and loss account and cost sheet. Calculation of Contribution margin, PV ratio and Break Even Points. Draft an imaginary management report (General). Draft situation specific Management report.

Reference Books

1. Hilton, Ronald W: *Managerial Accounting*. Tata McGraw- Hill.
2. Horngren. Charles T.. Gary I. Sundem, and William O...Stratton: *Introduction to Management Accountancy*, Prentice- Hall of India
3. Bajracharya, Ojha, Goet, Sharma: *Management Accounting in Nepal*, Asmita Publishers, Kathmandu, 2005.
4. Dr. S.N. Maheshwari, *Elements of Management accounting*
5. MY Khan & PK Jain, *Management accounting*
6. Saxena and Vasistha, *Advanced cost Accounting*

FIN 312: Financial Management

Credits: 3
Lecture Hours: 48

Course Objectives:

The objective of the course is to provide the students with an understanding of the fundamental concepts and principles of financial management and impart skills for applying those concepts and principles in real business situations. The course also creates solid foundation for specialization in finance area.

Course Description:

This course provides students opportunity to understand fundamentals of financial management and their application in financial decisions in business. It begins with financial planning and forecasting of financial statements and provides additional materials on portfolio theory and pricing of capital assets. Then it moves on to capital investment and capital structure decisions the firms undertake. Finally, the course covers dividend decision and working capital management decisions of firms.

Course Details

- Unit 1: Financial Planning and Forecasting of Financial Statements:** **LH 6**
Overview of financial planning: strategic plans, operating plans, the financial plan, Sales forecast, The AFN Formula, The forecasted financial statement method, Forecasting financial requirements when the balance sheet ratios are subject to change.
- Unit 2: Portfolio Theory and Capital Asset Pricing Model:** **LH 6**
Efficient portfolios, choosing the optimal portfolio, Basic assumptions of capital asset pricing model, The capital market line and security market line, Calculation of beta coefficient.
- Unit 3: Basics of Capital Budgeting:** **LH 6**
Overview of capital budgeting, Net present value (NPV), Internal rate of return (IRR), Comparison of the NPV and IRR, Profitability index, Payback methods.
- Unit 4: Cash Flow Estimation:** **LH 6**
Estimating cash flows, Project analysis, Issues in project analysis: depreciation, adjusting for inflation.
- Unit 5: Basic Capital Structure Decisions:** **LH 6**
Capital structure issues, Business risk and financial risk, Operating and financial leverage, Breakeven analysis, Estimating optimal capital structure.
- Unit 6: Dividend:** **LH 6**
The level of distribution and firm value, Clientele effect, Information content, Implications for dividend stability, setting the target distribution level, distributions in the form of dividends, Factors influencing distributions, Overview of the distribution policy decision, Stock splits and stock dividends.

Unit 7: Working Capital Management:**LH 12**

The cash conversion cycle, Alternative net operating working capital policies, Cash management, The cash budget, Cash management techniques; Inventory, Receivable management, Alternative short-term financing policies, Short-term investments,

Textbooks

1. Brigham, E. F., & Ehrhardt, M. C. (2008). *Financial management: Theory and practice* (12thed). Delhi: Clengage Learning.
2. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2011). *Essentials of corporate finance* (7thed). New York: McGraw-Hill Irwin.

References

1. Brealey, R.A., Myers S.C., Alen, F., & Mohanty, P. (2012). *Principles of corporate finance* (10thed). New Delhi: McGraw-Hill Education (India).
2. Van Horne, J. C., & Wachowicz, J. R. (2009). *Fundamentals of financial management*, (13thed). New Delhi: PHI Learning.

MGT 313: Human Resource Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to develop student's understanding of the basic concepts, practices and approaches of human resource management.

Course Description

This course contains introduction, human resource planning, job analysis and design, recruitment and selection, training and development, performance appraisal, rewards management, Career development, employee grievances and disciplines, labour relations and labour Act of Nepal.

Course Details

Unit 1: Introduction

LH 6

Concept, characteristics, objectives, and components of HRM. HRM and Personal management, HRM environment (globalization, technological advances, nature of work, workforce diversity, and legal trends). Contemporary HR issues, challenges and responsibilities of HR manager.

Unit 2: Human Resource Planning

LH 7

Concept, characteristics, and importance. HRP process. Major HRP activities: assessment of current HR (HR inventory – management inventory and skills inventory, HR information system, and succession planning), HR demand and supply forecasting. Techniques of HR demand and supply forecasting.

Unit 3: Job Analysis and Design

LH 6

Job analysis: concept and terminology (task, job, position and occupation). Purpose and methods of collecting job analysis information. Job analysis Technique. Job description and job specification. Job design: concept, approaches and techniques (scientific management, Herzberg's model, job characteristics, socio-technical, and team).

Unit 4: Employee Recruitment and Selection

LH 5

Recruitment: concept and sources. Selection: concept, and importance. Selection Process. Selection tests and interviews: concept and types. Recruitment and selection practices in Nepalese organization.

Unit 5: Training and Development

LH 7

Concept and needs of HR training and development. Training needs assessment. HR training: objectives and methods (on-the-job and off-the-job). Evaluation of training program. Management development: concept, objectives, and methods (on-the-job and off-the-job). Career planning and development, Mentoring and counseling; Training and development practices in Nepalese organizations.

Unit 7: Performance Appraisal

LH 5

Concept, uses and methods (simple ranking, alternative ranking, paired comparison, forced distribution, critical incident, behaviorally anchored rating scale). Appraisal interview. MBO approach to appraisal. Problems in performance appraisal.

Unit 8: Rewards Management

LH 3

Concept and types (intrinsic and extrinsic, financial and non-financial). Qualities of effective rewards, Types of employee benefits, practices of pay determination in Nepal.

Unit 9: Employee Grievances and Disciplines

LH 3

Employee grievances: concept and handling grievances. Employee discipline: concept, causes, and process of managing discipline. grievances handling practices in Nepalese organizations.

Unit 10: Labor Relations and Labour Regulations in Nepal

LH 6

Labor relations: concept, objectives, and actors of labor relations. Reasons for joining trade unions. Trade unionism: concept, functions and types. Collective bargaining: concept and process, Labor disputes: causes and settlement provisions. Features and provisions of Labour Act.

Addendum: At least one case will be administered at the end of each chapter. The students will also complete a project work and a few other assignments as specified by the faculty member.

References

Armstrong, M., *A Handbook of Human Resource Management*, NewDelhi: Aditya Books.

D.A. Decenzo and Robbins S.P., *Human Resources Management*, John Wiley and sons (Asia) Pte. Ltd. Singapore.

D.R. Adhikari, *Fundamentals of Human Resource Management*. Buddha Academic Publishers and Distributors Pvt. Ltd.

Cascio, W., *Managing Human Resources*, McGraw-Hill.

Labor Act of Nepal.

MGT 314: Taxation in Nepal

Credit: 3

Lecture Hours: 48

Course Objectives

This course aims to acquaint students with the basic knowledge of general principles, practices, and legal framework of income taxation in Nepal. It also views to develop the managerial skill and expertise in income tax and value added tax for both the organizations-government and private sectors.

Course Description

This course includes conceptual values, norms and sources of taxation with emphasis on the Income Tax Act apply in the preparation of employment, business, and investment tax returns. The course bases on the current income tax system to provide students a core principle of inclusion and exclusion of income, and fundamental rules of deductible and non-deductible costs, expenses, and amounts. It also contributes an involvement of analysis and calculation of assessable income from employment, business, and investment perspectives. From this course, the student will also grasp the knowledge taxable income, offset of losses and tax liabilities under income taxation and the basic norms and methods of calculation of expenditure taxation.

Course Details

Unit 1: Theoretical foundation:

LH 2

Concepts, meaning, and objectives of taxation, Principles of taxation, Canons of taxation, Classification of taxes, Brief historical background of taxation in Nepal.

Unit 2: General background of income tax Act

LH 12

Income tax Act 2058 and its features, Income tax Act and its relation to other laws, Definition of key terms, Classification and status of a taxpayer: Individual and entity, Resident and non-resident person, Classification of income heads: Employment, Business and Investment including non-business taxable assets, Exempt amount of other concessions: Exempt amounts, Exempt entities, Business exemptions and concessions, Methods of tax accounting and timing. Couple, Medical tax credit, Retirement contribution, Taxation of retirement fund, Retirement payment, Taxation of dividends, Distribution by entities. Types of assessment: (a) Self-assessment, (b) Jeopardy assessment and (c) Amended assessment, Return of income and its types: (a) Annual tax return, and (b) Jeopardy return, Tax payment in installments. Concept of withholding, Withholding from employment, business, and investment, Types of withholding: Final and non-final withholding, Rights and duties of tax authorities, Rights and duties of taxpayers.

Unit 3: Deductions of costs and expenses

LH 3

Concept of deduction. Difference between costs and expenses. Deductions: (1) General deductions, and (2) Specific deductions: (a) Interest, (b) Cost of trading stock – including treatment of under and overvaluation of closing and opening stock, method of valuation of closing stock. (c) Repair and improvement costs, (d) Pollution control costs, (e) Research & development costs, (f) Depreciation, (g) Losses (as per section 20 & 59), (h) Bad debts.

Unit 4: Non-deductible expenses or amounts**LH 2**

Personal and domestic expenses, Capital expenses and capital loss, Income tax, Fines and Penalties, Expenses made for acquiring tax free income, Expenses not relating to earning of income, Cash payment in excess of Rs. 50,000 or more at once time, and Other not allowable expenses.

Unit 5: Quantification, allocation, and characterization of amounts**LH 2**

Quantification of amounts, Quantification in rupees, Indirect payments, Jointly owned investment, Characterization of compensation payments, Characterization of payments under annuities, installments sales, and finance leases, Transfer pricing and other arrangements between associates, Income splitting, General anti-avoidance rule,

Unit 6: Business income and calculation of assessable income**LH 8**

Concept, meaning, and features of business, Income inclusions while calculating profit and gains from business: Sales incomes, Net gain from disposal of business assets and liabilities, Effectively connected returns from capitals, and Other receipts or receivable in conducting the business: Business gift, Compensation, Indirect payment, Bad debts recovered remitted earlier, Difference of interest against soft loan, Amount derived from accounting system, Amount received from exchange rate, Average inclusions under long-term contract, Amount of accepting a restriction and others. Review of deductions for business income, Calculation of assessable income from business income.

Unit 7: Employment income and calculation of assessable income**LH 6**

Concept, meaning and features of employment, Distinction between employment and self employment, Inclusions (chargeable) from employment income: Cash incomes, Incomes in kinds payments, and Incomes regarding with condition, Redundancy, Loss or termination of employment, Retirement contributions, Payments including other incomes: Third party payment, Soft loan, Income received from other than employer in connection of the employment and similar types of employment incomes, Determination of grade and salary, Calculation of assessable income.

Unit 8: Investment income and calculation of assessable income**LH 3**

Concept, meaning and features of investment income, profit and gains from conducting the investment: Dividend, Interest, Rent, Royalties, Gain of investment insurance, Income of natural resources, Gain/interest of an unapproved retirement funds, Retirement payment and approved retirement fund, Net gain from the disposal of non-business chargeable assets, Amount received from changing an accounting method, Amount of devaluation of currency, Bad debts recovered remitted earlier, Gain/net gain from disposal of depreciable assets, Gift in connection to the investment, Amount received from accepting a restriction, Income of jointly owned investment, Compensation, Other amounts (if any). Review of deductions for investment income. Calculation of assessable income.

Unit 9: Calculation of taxable income**LH 2**

The concept of assessable income, Calculation of assessable income, Introduction of deductible items while calculating the taxable income: Contribution to retirement funds (in the case of an individual) and Donations. Calculation of taxable income.

Unit 10: Calculation of income tax liabilities**LH 4**

Concept of taxable income, taxable base, and tax liabilities, Introduction of deductible items while computing the taxable base and tax liabilities. The concept of loss, Offset of losses and duration of losses, Fundamental rules for offsetting, Offsetting of business and investment losses. Tax rates: Individual and Entities, Calculation of tax liabilities.

Unit 11: Value added tax**LH 4**

Concept, origin, and evolution of value added tax, Types of value added tax, Method of administering the value added tax, Comparison among sales tax, excise tax, and value added tax, Calculation of value added tax with examples.

Basic Reading Materials

Income Tax Act, 2058, (with latest amendment)

Income Tax Rules, 2059, (with latest amendment)

Value Added Tax Act, 2052 (with latest amendment)

Value Added Tax Rules, 2053 (with latest amendment)

Reference Books

Agrawal, Jagadish. *Income tax – Theory and practice*. Kathmandu: Buddha Academic Publishers & Distributors P. Ltd. (Latest edition).

Amatya, Surendra Keshar, Sapkota Prem Prasad and Thapa, Krishna Bahadur. *Taxation in Nepal: Income tax, property tax & value added tax*. Kathmandu: G-Seven Publication Pvt. Ltd. (Latest edition).

Bhatia, H. L. (2011). *Public finance*. New Delhi: Vikas Publishing House Pvt. Ltd.

Bhattarai, Ishwor and Koirala, Girija Prasad. *Taxation in Nepal with tax laws & tax planning*. Kathmandu: Asmita Books Publishers & Distributors (P.) Ltd. (Latest edition).

Dhakal, Kamal Deep; Panday, Vikram and Bhattarai, Rama Kanta. *Fundamentals of taxation in Nepal*. Kathmandu: M. K. Publishers & Distributors

Kandel, Puspa Raj. *Nepalko bartaman kar byabastha*. Kathmandu: Buddha Academic Publishers & Distributors P. Ltd. (Latest edition).

Khadka, Rup (2000). *The Nepalese tax system*. Kathmandu: Sajha Prakashan

Lekhi, R. K. (2004). *Public finance*. New Delhi: Kalyani Publisher.

Musgrave, R. A., & Musgrave, P. B. (2004). *Public finance in theory and practice*. New Delhi: Tata McGraw-Hill Publishing Company Limited.

RCH 311: Business Research Methods

Credits: 3

Lecture Hours: 48

Course Objectives

This course is an introduction on how to do business research with an emphasis on applied problem solving and report writing. The objective of this course is therefore to provide knowledge and understanding of basic principles of business research methods.

Course Description

The course has a preliminary focus on problem identification, theoretical framework development and hypothesis formulation. The course will then deal with research design issues, measurement, sampling, data collection and analysis. This encompasses the overall understanding and application of appropriate research techniques and research statistics, and report writing and presentation skills.

Course Details

Unit 1: Introduction

LH 8

Meaning of research; Scientific research-features,; Types of research; The scientific research process; Approaches to research; Paradigm shifts-positivist vs. Interpretive philosophies; Management research-concept, nature, and value in business decision making; applying scientific thinking to management problems; Ethical concerns in research.

Unit 2: Literature searching and Theoretical Framework

LH 6

Concept, purposes and steps in literature survey; Literature search through the Internet; Theoretical framework ; Theory and research; Approaches-deduction and induction; Research problem; Research questions and hypothesis formulation.

Unit 3: Research Design

LH 5

Concept; Types-descriptive, developmental, case studies, causal-comparative, and experimental; Qualitative research-concept, assumptions and features.

Unit 4: Measurement, Scaling and Sampling

LH 7

Variables and their measurement; Nature of measurement; Scale construction for attitude measurement; Scales commonly used in business research; Validity and reliability of measurement; Sources of measurement problems; The sampling process; Types of samples -probability and non-probability sampling; Sampling and non-sampling errors.

Unit 5: Data Collection and Analysis

LH 12

Types of data and their sources-secondary data, advantages and disadvantages of using secondary data; Primary data-sources and methods; Questionnaires-design, components and principles of questionnaire writing; The research interviews-face-to-face and telephone interviews, computer assisted interviewing; Observation-concept and methods;

Data analysis – organizing and preparing data; Presenting data in tables, graphs and charts; Statistical techniques – descriptive and inferential statistics; Statistical testing of hypothesis; Methods of collecting and analyzing qualitative data.

Unit 6: Research Proposal and Report Writing

LH 10

Topic selection; Research proposal – purpose, types and structure; Writing research reports -the reporting process, procedure for writing, and style of writing; Typing and layout of the research report; Citations and references by using APA format; Essentials of a good research report.

Basic Books

William G. Zikmund. *Business Research Methods*. Thomson India. New Delhi.

Prem R. Pant. *Fundamentals of Business Research Methods*. Buddha Academic Enterprises. Kathmandu.

Reference Books

Alan Bryman and Emma Bell. *Business Research Methods*. Oxford University Press. New Delhi.

Donald R. Cooper, Pamela S. Schindler, and J. K. Sharma. *Business Research Methods*. McGraw Hill Education (India). New Delhi.

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
BBM (Bachelor of Business Management) 5th Semester

MKT 311: Fundamentals of Marketing	3 Cr. hrs
MGT 314: Legal Environment of Business	3 Cr. hrs
OPR 311: Introduction to Operations Management	3 Cr. hrs
<u>Specialization course</u>	
EED 211: Entrepreneurship Development	3 Cr. Hrs
INS 212: Insurance Broking and Bancassurance	3 Cr. Hrs
MKT 411: Consumer Behavior	3 Cr. Hrs

MKT 311: Fundamentals of Marketing

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to build students' understanding of the marketing process and principles and inculcate basic skills to analyze marketing decision situations.

Course Description

This foundation course on marketing deals on the operation of the marketing functions in a dynamic and competitive environment. It deals comprehensively on issues of emerging marketing practices and challenges. The course includes topics that help students to understand marketing process and environment, information systems and buyer behavior, segmentation, targeting, and positioning strategies, and strategies related to marketing mix variables.

Course Details

Unit 1: Introduction

LH 6

Meaning of marketing. Evolution of the marketing philosophies - Basic principles of the production, product, selling, marketing, and holistic marketing concepts. Meaning and tasks of marketing management. Marketing challenges of the 21st century and firms' responses to the challenges. Concept, relevance and practices of relationship marketing, green marketing, and e-marketing. Components of the marketing mix for products and services.

Unit 2: Marketing Environment

LH 4

Meaning and scope of marketing environment; Micro environment variables, and Macro environment variables; Reactive and proactive marketing. Marketing environment in Nepal.

Unit 3: Marketing Information System and Buyer Behavior

LH 4

Concept and relevance of information in marketing decisions. Components of the marketing information system. Marketing research areas and process.

Unit 4: Buyer Behavior

LH 6

Organizational buyer behavior – Buying process and influencing factors. Consumer behavior – buying process and influencing factors. Global consumer movements and consumer protection.

Unit 5: Segmentation, Targeting and Positioning Strategies

LH 4

Concept, process, requirements, and levels of market segmentation. Bases for segmenting consumer and organizational markets. Segment evaluation, analysis and selection. Concept and types of positioning; product positioning process.

Unit 6: Product Decisions

LH 8

Concept and levels of the product. Product classifications and marketing considerations. Product life cycle stages and strategies. New product development process. Branding strategies – branding objectives, types of brand, and concept of brand equity. Packaging: functions and levels of packaging; essentials of a good package. Product line and mix strategies. Service product strategies - service marketing concept, characteristics of services and marketing strategies; management of people, physical evidences, and process.

Unit 7: Pricing Decisions

LH 6

Concept of price and pricing. Importance of pricing for the firm and the economy. Internal and external price factors. Pricing approaches-cost-based, demand-based, value-based and competition-based approaches. New product pricing decisions. Price lining and price adjustment decisions. Initiating and responding to price changes.

Unit 8: Distribution Decisions**LH 4**

Concept and objectives of distribution. Channel functions and flows. Channel designs for consumer and industrial products. Channel selection factors. Channel conflicts and their resolution. Concept, nature and objectives of marketing logistics. Major logistics functions -transportation, warehousing, inventory management, order processing, and customer services decisions.

Unit 9: Promotion Decisions**LH 6**

Concept and objectives of promotion. Marketing communication process and systems. Promotion mix components. Promotion mix determination factors. Advertising: Nature and objectives. Nature and relevance of personal selling. Nature and objectives of sales promotions. Sales promotion tools and techniques. Nature, objectives and tools of public relations. Concept, relevance and methods of direct marketing.

Basic Texts

Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsan ul Haque. *Principles of Marketing: South Asian Perspective*. Prentice Hall of India, New Delhi, India.

Baines, Paul, Chris Fill and Kelly Page. *Essentials of Marketing*. Oxford University Press, New Delhi, India.

References

Koirala, K.D. *Fundamentals of Marketing*, M.K. Publishers and Distributors, Kathmandu, Nepal.

Kamarulzaman, Yusniza and Nor Khalidah Abu. *Principles of Marketing*, Oxford University Press, New Delhi, India.

MGT 314: Legal Environment of Business

Credits: 3
Lecture Hours: 48

Course Objective

The thrust of this course is to introduce legal concepts and reasoning that the student can apply in a business context. This is much more than merely studying laws; this course is the study of how laws come to be and how they are applied in business. A special emphasis will be given to master “legal jargon” in order to better understand legal concepts and materials. The objective of the course is thus to provide students with a sound understanding of major laws affecting the operation of business enterprises in the context of Nepal.

Course Description

The course is broken up into three distinct sections. In the first part, the concept of legal environment, sources of business laws, and the format, structure and operating practicality of the court systems in Nepal will be discussed. The second part deals with contracts, sale of goods, agency, different forms (types) of doing business, areas of regulatory relationship, and arbitration laws. The final section is an overview of different types of laws, different areas of law, and issues relating to business ethics in Nepal.

Course Details

Unit 1: The Basics of Legal Environment and Court System

LH 7

Concept and importance of legal environment; Nature, types and sources of law; Meaning and sources of business law in Nepal; The court system - structure, powers, organization and jurisdiction of the court systems; Civil procedures in Nepal; Provisions of the Nepalese Constitution pertaining to business; Changing dimensions of legal environment in Nepal

Unit 2: Nepalese Contract Law

LH 11

Concept of contract; Valid, void and voidable contracts; Essentials of a valid contract; Offer and acceptance; Consideration; Free consent; Contingent contract; Performance of contract; Termination of contract; Breach of contract and remedies; Meaning of bailment and pledge; Rights and duties of bailor/bailee and pledger/pledge; Pledge by non-owner; Finder of lost goods; Discharge of liability; Contract of indemnity and guarantee; Rights and duties of surety.

Unit 3: Sale of Goods

LH 4

Meaning and feature of the contract of sale of goods; Types of goods; Conditions and warranties; Transfer of ownership; Unpaid seller; Suits of breach of the contract; Performance of the contract of sale of goods.

Unit 4: Agency and Business Organization

LH 11

Law of agency: Creation and modes of agency – Classification of Agents – Relation of Principal and Agent – Rights and duties of agents, sub-agents, principal, substitute agent; Relation of Principal with Third Party – Personal liability of Agent – Termination of Agency; Classification of companies; Formation and incorporation, registration, memorandum and articles of association, prospectus, shares and share capital, borrowing powers - debentures, board of directors and board meetings, minutes and resolution, auditing, dissolution, winding up, liquidation; Arbitration - powers of arbitrator, duties of arbitrator, revocation of arbitrator's authority.

Unit 5: Legal and Regularity Compliance**LH 15**

Industrial Enterprises Act, Foreign Investment and Transfer of Technology Act, Financial Institutions Act, Insurance Act, Cyber Laws, Legal provisions relating to negotiable instruments, Employment and Labour Laws, Acts and regulations relating to Securities and Stock Exchange, Laws relating to Intellectual Property Rights, Right to Information Act; Consumer Protection Act; Environment Protection Regulations; Ethics essentials - business ethics issues in Nepal.

Reference Books

Wagle, Rishikesh and Pant, Kirti Bilas, *Legal Environment of Business in Nepal*, Ratna Pustak Bhandar.

Kalika, S. N. *Business Law*, Buddha Academic Enterprises Pvt. Ltd.

Pant, Prem R. *Business Environment in Nepal*, Buddha Publications.

Ashwathapa K, *Legal Environment of Business*, Himalaya Publication, Delhi

Albuquerque, Daniel, *Legal Aspects of Business*. New Delhi: Oxford University Press.

Nepal Acts and Regulations (collection in several volumes).

OPR 311: Introduction to Operations Management

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to impart the basic knowledge, tools and techniques of operations management to students.

Course Description

Introduction to operations management. Operations strategy, Product and service design, Location decision and facility layout, linear programming , Aggregate planning , Inventory management and The quality system.

Course Details

Unit 1: Introduction

LH 6

Meaning ,definitions, and objectives; The transformation process; Differences between production and service operations; Scope of operations management; Operations and supporting functions; Role of the operations manager; Production system: Intermittent and continuous; Key issues for operations managers; Historical evolution of operations management; Productivity: concepts, types , factors affecting productivity; Productivity measurement, concept on green productivity; Supply chain management (concept only).

Unit 2: Operations Strategy

LH 3

Introduction to operations strategy; Operations strategy as a competitive weapon; Linkage between corporate, business and operations strategy; Components of operations strategy; Manufacturing strategies; Service strategies.

Unit 3: Product and Service Design

LH 5

Concept on product and service design; Product development process; Difference between product and service design; Emerging issues in product and service design; Value analysis, concurrent engineering and quality function deployment; Waiting line theory (Single channel only).

Unit 4: Locations decision and Facilities layout

LH 5

Reasons and Importance of location decisions; Factors affecting location decision of service, and manufacturing organizations; Techniques of location analysis: Qualitative and quantitative analysis; Concept on layout; Types of layout: Product layout , process layout , cellular layout , fixed position layout; Designing process layout.

Unit 5: Linear programming

LH 10

Introduction to linear programming; Graphical and simplex method; Introduction to duality and sensitivity analysis by using solver; Assignment model (only minimization case); Transportation model (Only minimization case: excluding loop formation).

Unit 6: Aggregate planning

LH 4

Concept on aggregate planning; Aggregate planning strategies; Planning options; Aggregate planning in services.

Unit 7: Inventory Management**LH 4**

Concept and importance; Inventory costs; Dependent and independent demand; Inventory systems- continuous and periodical; Basic EOQ Model (with and without discount); ABC classification.

Unit 8: The Quality System**LH 8**

Introduction to quality; Historical evolution of Total Quality Management; Definitions of quality; Philosophy, principles and concepts of Total quality management. Costs of quality; Quality Control: Introduction, objectives, advantages; Statistical process control -Control charts- control charts for variable and attributes; JIT and Six Sigma; Quality Management System: ISO 9000 series; 7 tools for the quality.

Addendum: At least one case will be administered at the end of each chapter. The students will also complete a project work and a few other assignments as specified by the faculty member.

Class Lecture = 45 hrs.

Tutorials = up to 15 hrs.

Assessment = 3 hrs.

Reference Books:

Adam and Ebert (2007), *Production and Operations Management*, Fifth Edition, New Delhi: Prentice-Hall of India Private Limited

Bajracharya P., Bajracharya S. and Maharjan B. (2007), *Production and Operations Management*, First Edition, Kathmandu: Quest Publication

Chase, Jacobs, Aquilano and Agrawal (2006), *Operations Management for Competitive advantage*, Eleventh Edition, New Delhi: Tata McGraw-Hill Publishing Company Limited

Dahlgaard Jens. J, Kristensen K and Kanji G.K. (2002), *Fundamentals of Total Quality Management Process analysis and improvement*, London and New York: Taylor and Francis

Gaither and Frazier (2002), *Operations Management*, Ninth Edition, Singapore: Thomson Asia Pte Ltd.

Krajewski and Ritzman (2002), *Operations Management*, Sixth Edition, Delhi: Pearson Education (Singapore) Pte.Ltd

Manandhar, K.D. and Shrestha, K.N. (2000) *Production and Operations Management*, Kathmandu: Valley Publishers

Regmi, Joshi, Chaudhary and Fago (2003), *Production and Operations Management*, Second Edition, Kathmandu: Buddha Academic Enterprises Pvt.Ltd.

Shrestha, S. and Silwal, D. (2000), *Production and Operations Management*, Kathmandu: Taleju Prakashan

Stevenson W.J. (2014). *Operations Management*, Twelfth Edition, New York: McGraw-Hill Education

Shapit, Yadav, Tamang, Dhital and Adhikari, (2007), *Production and Operations Management*, Second Edition, Kathmandu: Asmita Books Publishers & Distributors

INS 212: Insurance Broking and Bancassurance

(Insurance and Risk Management)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with the concepts and practices of insurance broking and Bancassurance. This course also deals with different laws and provisions of Bancassurance.

Course Description

This course contains: introduction to broking, broking practices, introduction to bancassurance, bancassurance model, bancassurance practice, prospects of bancassurance, legal provision of broking and bancassurance.

Course Details

Unit 1: Introduction to Broking

LH 8

Broking, History of Broking, Role of Insurance Broking, Concept of Insurance Brokers, Role of Insurance Brokers, Types of Insurance Brokers: Direct Broker, Reinsurance Broker and Composite Broker, Functions of Direct Broker, Functions of Indirect Broker, Functions of Reinsurance Broker, Functions of Composite Broker.

Unit 2: Broking Practices

LH 7

Cost reduction by Broking, Process of Broking, Steps of broking, Obstacles of broking practice, Legal Provision of Bancassurance.

Unit 3: Introduction to Bancassurance

LH 6

Evolution and Historical Development of Bancassurance Conceptual framework, Insurance Intermediaries, New Distribution Channel, Bancassurance: Concept and Characteristics, Need of Bancassurance.

Unit 4: Bancassurance Model

LH 8

Distribution Alliance, Joint Venture Between Insurance and Bank, Leveraged Life Distribution, Leveraged Bank Distribution, Advantage and Disadvantage of Bancassurance Model, Choosing the right partner in Bancassurance, Requisites for successful Bancassurance.

Unit 5: Bancassurance Practice

LH 8

Changes in the competitive Environment of Banks, Bancassurance Products, Bancassurance Process, Legal Provision of Bancassurance, Distribution Channels in Bancassurance in Nepal, Remuneration and Incentives, Training for Bancassurance.

Unit 6: Prospects of Bancassurance

LH 6

Prospects of Bancassurance in Nepal, Challenges of Bancassurance, Strength of Banks and Insurance Companies.

Unit 7: Legal Provision of Broking and Bancassurance

LH 5

Laws of Reinsurance Broking, Code of Conduct of Broking, Laws of Broking, Laws of Bancassurance.

Reference

Rodrick Claws (1980), *A Textbook of Insurance Broking*, Woodhead Faulmers Ltd.

Bancassurance: *Convergence of Banking and Insurance*, (2015) Knowledge Series

www.irda.gov.in

INS 211: Introduction to Risk and Insurance

(Insurance and Risk Management)

Course Objective

This course deals with the insurance and risk management. Also acquaints students with different type of risk involved in insurance business.

Course Description

This course contains: risk, insurance and risk, introduction to risk management, pooling arrangements and risk, the changing scope of risk management, risks of insurance companies, principles of insurance, type of insurance, laws of insurance, insurance market.

Course Details

Unit 1: Risk

LH 3

Meaning of Risk, Chance of Loss, Perils and Hazard, Basic Categories of Risk, Types of Pure Risk, Burden of Risk on Society, Methods of Handling Risk

Unit 2: Insurance and Risk

LH 6

Definition of Insurance, Basic Characteristics of Insurance, Requirements of an Insurable Risk, Two Applications: The Risks of Fire and Unemployment, Adverse selection and Insurance, Insurance and Gambling, Insurance and Hedging, Types of Insurance, Benefits of Insurance to Society, Cost of Insurance to Society.

Unit 3: Introduction to Risk Management

LH 6

Meaning of Risk Management, Objectives of Risk Management, Steps in the Risk Management Process, Identifying Risk Exposures, Analyzing the Risk exposures, Selecting the Appropriate Techniques for Treating the Risk Exposures, Implementing and Monitoring the Risk Management Program, Benefits of Risk Management, Personal Risk Management.

Unit 4: Pooling Arrangements and of Risk

LH 4

Risk Reduction through Pooling Independent Losses, Pooling Arrangements with Correlated Losses, Insurers as Managers of Risk Pooling Arrangements.

Unit 5: The Changing Scope of Risk Management

LH 5

The Changing Scope of Risk Management, Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management Decision Making, Other Risk Management Tools

Unit 6: Risks of Insurance Companies

LH 5

Operational Risk, Underwriting Risk, Diversification of Underwriting Risk, Claim Risk, Investment Risk, Reinsurance Risk, Insolvency Risk

Unit 7: Principles of Insurance

LH 4

Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Principle of Proximate Cause, Principle of Contribution

Unit 8: Types of Insurance

LH 5

Life Insurance: Whole Life Insurance, Endowment Life Insurance, Term Life Insurance, Annuity & Pension Plan, Other Types of Life Insurance, **Non Life Insurance:** Fire Insurance, Motor Insurance, Marine Insurance, Engineering Insurance, Aviation Insurance, Cattle and Crop Insurance and Miscellaneous Insurance

Unit 9: Laws of Insurance

LH 4

Insurance Act, Insurance Regulation, Directives issued by Insurance Board

Unit 10: Insurance Market

LH 6

Reinsurance Company, Insurance Company (Life and Non Life Insurance Company), Loss Assessors & Loss Adjustors, Third Party Administrator (TPA), Insurance Agents, Insurance Customers (Insured), Insurance Regulator

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Kenneth Black, Jr. and Harold D. Skipper, Jr., (2000), *Life and Health Insurance* , 13th Edition, Pearson Education, Inc., Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi

(Beema Samiti), www.bsib.org.np

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

INS 213: Commercial Property Risk Management

(Insurance and Risk Management)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with concepts and practices of commercial property risk management.

Course Description

This course contains introduction to commercial property, commercial property risk, commercial property insurance, commercial property insurance policy wording, commercial property underwriting, and insurance market of commercial property.

Unit 1: Introduction to Commercial Property

LH 8

Meaning of Commercial Property, Laws related to Commercial Property, Scope of Commercial Property

Unit 2: Commercial Property Risk

LH 8

Commercial Property Risk, Commercial risk in Perspective of Insured and Insurer

Unit 3: Commercial Property Insurance

LH 8

Proposal Form, ISO Commercial Property Program, Building and Personal Property Coverage Form, Causes of Loss Forms, Business Income Insurance, Other Commercial Property Coverage, Transportation Insurance

Unit 4: Commercial Property Insurance Policy Wording

LH 8

Major Coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions

Unit 5: Commercial Property Underwriting

LH 8

Underwriting of Commercial Property, Ratemaking of Commercial Property Policy

Unit 6: Insurance Market of Commercial Property

LH 8

Buyer of CPI Policy, Underwriter of CPI Policy, Premium, Reinsurance, Claim Status of CPI of the Industry

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi
(Beema Samiti), www.bsib.org.np
Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

INS 214: Commercial Liability Risk Management

(Insurance and Risk Management)

Credits: 3

Lecture Hours: 48

Course Objective

This course is related with managing commercial liability risk insurance business.

Course Description

This course contains introduction to commercial liability, commercial liability risk, commercial property insurance, commercial umbrella policy, commercial property underwriting, and insurance market of commercial property.

Unit 1: Introduction to Commercial Liability

LH 6

Meaning of Commercial Liability, Laws related to Commercial Liability, Scope of Commercial Liability.

Unit 2: Commercial Liability Risk

LH 7

Types of Commercial Liability Risk, Commercial Liability risk in the Perspective of Insured and Insurer.

Unit 3: Commercial Property Insurance

LH 7

Proposal Form, General Liability Loss Exposures, Commercial General, Liability Policy, Employment Related Practices Liability Insurance, Workers, Compensation Insurance, Commercial Auto Insurance, Aircraft Insurance.

Unit 4: Commercial Umbrella Policy

LH 7

Commercial Umbrella Policy, Business owner's Policy, Professional Liability, Insurance for Doctors,, Medical Establishments, Engineers, Architects, Accounts, and Lawyer and Doctors and Officers Liability Insurance.

Unit 5: Commercial Property Insurance Policy Wording

LH 7

Major Coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions.

Unit 6: Commercial Property Underwriting

LH 7

Underwriting of Commercial Liability, Ratemaking of Commercial Liability Policy.

Unit 7: Insurance Market of Commercial Property

LH 7

Buyer of CLI Policy, Underwriter of CLI Policy, Premium, Reinsurance, Claim, Status of CLI of the Industry.

Reference Books:

- Rejda, George E., (2011), *Principles of Risk Management and Insurance*;
10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi
- Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*,
2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi
- Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition,
S. Chand and Company Ltd., New Delhi
(Beema Samiti), www.bsib.org.np
- Ramachandran K. and Chaubal, A.S., (2010), *Reinsurance Management*, Revised Edition,
Insurance Institute of India, Mumbai
- Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance I
nstitute of India, Mumbai

INS 215: Life and Non Life Insurance

(Insurance and Risk Management)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is familiarize students on life and non life insurance.

Course Description

This course is divided into two parts- life and non life insurance. The life insurance part contains introduction, whole life insurance, endowment life insurance, term life, and other types of insurance, group insurance where as the non life insurance part deals with introduction, fire insurance, motor insurance, marine insurance, engineering insurance, and miscellaneous insurance.

Course Details

Life Insurance

Unit 1: Introduction

LH5

Introduction to Life Insurance, History of Life Insurance, Scope of Life Insurance, Essentials of Life Insurance Contract, Mortality Table, Reserve and Investment of Fund, Surrender Value, Valuation and Surplus, Life Insurance Claim Process, Life Insurance Contractual Provision

Unit 2: Whole Life Insurance

LH4

Ordinary Whole Life Insurance, Anticipated Whole Life Insurance, Deferred Whole Life Insurance, Limited Payment Whole Life Insurance, Variations of Whole Life Insurance: Uses and Limitation of Whole Life Insurance, Coverage, Exclusion, Condition, Premium Calculation

Unit 3: Endowment Life Insurance

LH4

Ordinary Endowment Insurance, Anticipated Endowment Insurance, Deferred Endowment Insurance, Variation of Endowment Life Insurance, Popular Endowment Policies in Nepal, Coverage, Exclusion, Condition, Premium Calculation

Unit 4: Term Life

LH4

Yearly Renewable Term Insurance, 5 to 20 Year Term Insurance, Term to age 65, Decreasing Term, Reentry Term, Uses and Limitation of Term Insurance, Popular Endowment Policies in Nepal, Coverage, Exclusion, Condition, Premium Calculation

Unit 5: Other Types of Life Insurance

LH4

Modified Life Insurance, Preferred Risks, Second to Die Life Insurance, Juvenile Insurance, Saving Bank Life Insurance, Industrial Life Insurance, Group Life Insurance, Annuities

Unit 6: Group Insurance

LH4

Group Insurance, Group Life Insurance, Group Accident Insurance, Group Health Insurance

Non Life Insurance

Unit 1: Introduction

LH3

Introduction to Non Life Insurance, Types of Non Life Insurance, History of Non Life Insurance, Difference between Life and Non Life Insurance, Essential Elements of Non Life Insurance

Unit 2: Fire Insurance

LH4

History of Fire Insurance, Nature and Uses of Fire Insurance, Fire Insurance Contract, Kinds of Policies, Policy Conditions, Fire Tariff, Payment of Claim, Reinsurance

Unit 3: Motor Insurance

LH4

History of Motor Insurance, Nature and Uses of Motor Insurance, Kinds of Policies, Policy Conditions, Motor Tariff, Payment of Claim, Reinsurance, Own Damage Loss, Third Party Liability, Knock for Knock

Unit 4: Marine Insurance

LH4

History of Marine Insurance, Nature of Marine Insurance Contract, Marine Insurance Policy, Coverage, Policy Condition, Exception, Premium Calculation, Claim

Unit 5: Engineering Insurance

LH5

Contractors all Risk Insurance, Erection All Risk Insurance, Machinery Breakdown Insurance, Boiler Insurance, Coverage, Policy Condition, Exception, Pricing, Premium Calculation, Claim

Unit 6: Miscellaneous Insurance

LH3

Cash Insurance, Bankers Indemnity Insurance, Personal Accident Insurance, Burglary Insurance

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Kenneth Black, Jr. and Harold D. Skipper, Jr., (2000), *Life and Health Insurance* , 13th Edition, Pearson Education, Inc., Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi

Beema Samiti, www.bsib.org.np

Kutty, Shashidharan K., (2008), *Meaning of Life Insurance*, 1st Edition, Prentice Hall of India, 2008, New Delhi

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

Ganatrai, R.K. and Kumar Anant, (2011), *Marine Insurance*, Revised Edition, Insurance Institute of India, Mumbai

INS 216: Private Property Risk Management

(Insurance and Risk Management)

Credits: 3

Lecture Hours: 48

Course Objective

This course is about managing private property risk associated with insurance business.

Course Description

This course contains the liability risk, homeowner insurance, personal umbrella policy, personal liability insurance, automobile insurance, automobile insurance and pricing, other property and liability insurance.

Unit 1: The Liability Risk

LH 6

Basis of Legal Liability, Law of Negligence, Imputed Negligence, Res Ipsa Loquitor, Specific Application of the Law of Negligence, Current Tort Liability Problem.

Unit 2: Homeowner Insurance

LH 6

Types of Policies, Major Coverage, Additional Coverage, Endorsements Major Risks, Exclusions, Conditions, Schedule, Property Loss Settlement, Pricing Homeowner Policy.

Unit 3: Personal Umbrella Policy

LH 6

Personal Umbrella Policy, Coverage of High Risk/Catastrophic Perils: Earthquake, Flood, Landslide, Impact of Catastrophes on Property Insurance.

Unit 4: Personal Liability Insurance

LH 6

Personal Liability Insurance, Major Coverage, Exclusions, Conditions, Additional Coverage, Endorsements, Schedule, Cost of Insurance.

Unit 5: Automobile Insurance

LH 6

Liability Coverage, Medical Payments Coverage, Uninsured Motorist Coverage, Coverage for Damage to Your Auto, Duties after an Accident or Loss, General Provision, Standard Motor Policy of Nepal.

Unit 6: Automobile Insurance and Pricing

LH 6

Rating Factors of Auto Insurance, Auto Underwriting, Auto Insurance Claim, Motor Insurance Tariff and Tariff Book.

Unit 7: Auto Insurance and Society

LH 6

Approaches for Compensating Auto Accident Victims, Auto Insurance for High Risk Drivers, Cost of Auto Insurance, Shopping for Auto Insurance.

Unit 8: Other Property and Liability Insurance

LH 6

ISO Dwelling Program, Mobile Home Insurance, Inland Marine Floaters, Watercraft Insurance, Government Property Insurance Program, Tide Insurance, Personal Umbrella Policy.

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Kenneth Black, Jr. and Harold D. Skipper, Jr., (2000), *Life and Health Insurance* , 13th Edition, Pearson Education, Inc., Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi

(Beema Samiti), www.bsib.org.np

Kutty, Shashidharan K., (2008), *Meaning of Life Insurance*, 1st Edition, Prentice Hall of India, 2008, New Delhi

Ramachandran K. and Chaubal, A.S., (2010), *Reinsurance Management*, Revised Edition, Insurance Institute of India, Mumbai

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

Ganatrai, R.K. and Kumar Anant, (2011), *Marine Insurance*, Revised Edition, Insurance Institute of India, Mumbai

INS 218: Micro Insurance

(Insurance and Risk Management)

Credits: 3
Lecture Hours: 48

Course Objectives

The main objective of this course is to acquaint students with various dimensions of micro insurance. This course also deals with the micro insurance regulation in Nepal.

Course Description

This course contains introduction to micro insurance, micro insurance environment, micro insurance delivery channels, micro insurance underwriting and claim, micro insurance inclusion, micro insurance in Nepal, micro insurance regulation in Nepal.

Course Details

Unit 1: Introduction

LH5

Concept and characteristics of micro insurance, micro insurance vs. conventional Insurance, Benefits of micro insurance-Benefits for insured (Policyholders), Benefits for Intermediaries, and Benefits for Insurers and Social Benefits.

Unit 2: Micro insurance Environment

LH 8

Concept of micro insurance Environment, Components of micro insurance Environment, Micro level; Key players-policyholders, Insurers, Insurance Intermediaries; Meso level: Support Infrastructure-Reinsurers, Actuaries, Adjusters and Surveyors. Auditors, Market Research Institutes, IT Service Providers; Macro Level: Enabling Environment-Legislation, Regulation, Policy, Supervision.

Unit 3: Micro insurance Delivery Channels

LH 5

Concept and Important of Delivery Channels, Types of micro insurance Delivery Channels- Partner-agent Model, Full Service Model, Mutual or Community- based Model, Provider Model.

Unit 4: Micro insurance Underwriting and Claim

LH 8

Micro insurance Underwriting, Micro insurance Risk, Proposal Form, Schedule, Micro insurance Pricing, Micro insurance Claim Settlement Process, Challenges of Micro insurance Underwriting and Claim.

Unit 5: Micro insurance and Inclusion

LH 6

Poverty and Micro insurance, Role of Micro insurance in Financial Inclusion, Prospects of Micro insurance, SWOT analysis of Micro insurance

Unit 6: Micro insurance in Nepal

LH8

Status of Micro insurance in Nepal, Crop and Livestock Insurance, Micro Health Insurance, Micro Credit Insurance, Micro Personal Accident Insurance, Micro Endowment Life Insurance, Micro Term Insurance, Challenges of Micro insurance (from policyholders; Insurers; Delivery Channels and Regulators' perspective), Remedial measures, Potential Micro insurance Market in Nepal, Awareness Program.

Unit 7: Micro insurance Regulation in Nepal

LH8

Provisions of Insurance Act and Insurance Regulation, Micro insurance Directive, 2071-
Definition, Types of Micro insurance Products, Delivery Channels, Claims Settlement,
Management of Micro insurance Operations, Reporting, Monitoring and Supervision
Mechanism.

Reference Material:

Beema Samiti, www.bsib.org.np

Beema Samiti, (2014), Microinsurance Directive, Kathmandu

Insurance Regulatory and Development Authority, India; www.irda.gov.in

Microinsurance Academy, www.microinsuranceacademy.org

EED 211: Entrepreneurship Development

(Entrepreneurship and Enterprise Development)

Credits: 3

Lecture hours: 48

Course Objective

This course aims at familiarizing students with the significance of entrepreneurship development, the role and functions of entrepreneurship and entrepreneurs, the concept of women entrepreneurship, the factors affecting entrepreneurship development, and the need for institutional support in entrepreneurship development.

Course Description

This course contains introduction, women entrepreneurship, growth of entrepreneurship, entrepreneurship competency development, entrepreneurial venture creation, Legal Issues of Entrepreneurial Venture, Institutional Support to Entrepreneurship Development.

Course Details

Unit 1: Introduction

LH 7

Significance of entrepreneurship development; Role and importance of an entrepreneur in economic growth; Concepts of entrepreneurship, entrepreneur, and entrepreneurial venture; Types of entrepreneurship; Traits of an entrepreneur; Distinction among entrepreneur, entrepreneur and owner-manager; Functions of an entrepreneur; Small business vs. entrepreneurship; Entrepreneurial motivation

Unit 2: Women entrepreneurship

LH 5

Concept of women entrepreneurship; Women empowerment through entrepreneurship; Women entrepreneurship in Nepal; Problems of women entrepreneurship; Future challenges of women entrepreneurs and their success factors

Unit 3: Growth of Entrepreneurship

LH 5

The concept of socio-economic growth; Factors affecting entrepreneurial growth; Rural entrepreneurship – types, problems and factors affecting rural entrepreneurship; Tourism entrepreneurship – types, problems and factors affecting tourism entrepreneurship;

Unit 4: Entrepreneurship Competency Development (ECD)

LH 7

Concept of entrepreneurial competency; Need for Entrepreneurial competency development (ECD); Entrepreneurial competency development programs (ECDPs); Phases of ECDPs; Evaluation of ECDPs; Different institutions and agencies operating ECDPs in Nepal

Unit 5: Entrepreneurial Venture Creation

LH 7

Idea generation; Idea selection process; Feasibility study analysis; Preparing business plan – concept, significance and elements; Venture creation – venture project formulation, implementation and evaluation

Unit 6: Legal Issues of Entrepreneurial Venture

LH 4

Legal requirements for venture creation – legal structures, venture registration, PAN and VAT registration, obtaining intellectual property rights, contract laws, labor laws and environmental laws

Unit 7: Financing of Entrepreneurial Venture

LH 4

Need for financial planning; Sources of finance for entrepreneurial ventures – angel investors and venture capitalists; Types of financing – equity and debt; Sources of short-term loans for ventures

Unit 8: Institutional Support to Entrepreneurship Development

LH 8

Institutional support – concept and need; Financial support agencies – Rural Development Banks, micro finance institutions, commercial banks; micro enterprise development projects and programs; Logistic support agencies - government, specialized and consultancy agencies; Industrial estates

Basic Readings

Khanka, S.S. *Entrepreneurial Development*. New Delhi: S. Chand & Company

Reference Readings

Hisrich, R.D., Manimala, M. J., Peters, M.P. and Shepherd, D.A. *Entrepreneurship*, New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Aqrawal, G.R. *Entrepreneurship Development in Nepal*. Kathmandu: M.K. Publishers

Shrestha, P. *Entrepreneurship Development*. Kathmandu: Samjhana Publication Pvt. Ltd.

Joshi, Shyam, *Entrepreneurship Development* (Nepali). Kathmandu: Taleju Prakashan,

EED 212: Principles of Small Business Management

(Entrepreneurship and Enterprise Development)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims at familiarizing students with the economic significance of the small business sector, concept of small business management, and the basic principles of different aspects of small business management.

Course Description

This course contains introduction, options for going into business, business plan, legal issues, financing new and growing business, marketing, operations management, human resource issues.

Course Details

Unit 1: Introduction

LH 4

Economic significance of the small business sector; Concept of small business – generic definitions and national definition; Differences between small business and large business; advantages and disadvantages of operating a small business; Factors leading to success and failure of small business; Entrepreneur vs. business owner-manager; Small business vs. entrepreneurship.

Unit 2: Options for Going into Business

LH 3

Issues to consider before going into business – personal goals and abilities; Starting a new business – advantages of starting a business; Purchasing an existing business; Entering a franchise system – advantages and disadvantages; Comparison of options; Procedural steps when starting a business venture .

Unit 4: Business Plan

LH 4

Concept of business plan – advantages and disadvantages of planning; Elements of a business plan; Different types of plans – specificity, length and audience; The business planning process – setting preliminary goals, conducting initial research, confirming goals, conducting subsequent detailed research, writing business plan, critically assessing proposed plan, implementing and evaluating the plan.

Unit 5: Legal Issues

LH 6

Legal structures – sole proprietorship, partnership, company, cooperative and trust; Comparing legal structures; Business registration, PAN and VAT registration; obtaining intellectual property rights – procedures for obtaining such rights, contract law, income tax and property tax laws, labor laws and environmental laws.

Unit 6: Financing New and Growing Business

LH 4

Need for financial planning; Types of financing – debt and equity; Debt finance – bank overdraft, trade credit, Term loan and leasing; Equity finance – owner's equity, family and friends, business angels, venture capital and publicly raised equity; Alternative sources of finance – debt factoring and discounting.

Unit 7: Marketing

LH 5

Concept of marketing; Role of market research; Conducting market research; Marketing process – goal setting and understanding the market; Marketing mix – product or service, promotion, price, placement, people, process and physical evidence; evaluation of marketing.

Unit 8: Operations Management**LH 6**

Operations as a management process; Physical site factors – premises, location and internal layout; Production process and work flow; Service blue printing – inventory and supply management, and operating equipment; Evaluating, improving and securing operational activities; Procedural systems and quality assurance; Risk management.

Unit 9: Human Resource Issues**LH 5**

Concept and functions of HRM; HRM as a business strategy; Acquisition of staff – employ or not employ, organization structure, job analysis, setting selection criteria, remuneration and rewards and recruitment sources; Employment contract; Maintenance - orientation and induction, and motivation mechanisms; Performance appraisal; Termination; Regulatory requirements.

Basic Readings

1. Schaper, M., Vollery, T. Weber, P. and Lewis, K. *Entrepreneurship and Small Business*. New Delhi: Wiley-India

Reference Readings

1. Hatten, S. T. *Small Business Management: Entrepreneurship and Beyond*. Ohio: South-Western Cengage Learning
2. Zimmerer, T. W., Scarborough, N.M. and Wilson, D. *Essentials of Entrepreneurship and Small Business Management*. New Delhi: Pearson Education

EED 213: Creativity and Innovation

Credits: 3
Lecture Hours: 48

Course Objective

This course aims at familiarizing students with the basics of creativity and innovation so that they can easily understand that both creativity and innovation involve some process by which one can learn how to be creative and innovative for organizational success.

Course Description

This course contains introduction, creativity, creative process, innovation, type, sources and principles of innovation, product innovation, process innovation, and other innovation, financial support for innovation.

Course Details

Unit 1: Introduction

LH 4

Concepts of creativity and innovation; Linking creativity, innovation and entrepreneurship; Creativity, critical thinking and creative thinking.

Unit 2: Creativity

LH 5

Role of creativity; Components of creativity; Creativity techniques – problem reversal, forced analogy, attribute listing, mind maps and brain storming; Factors influencing creativity – encouragement, autonomy, resources, pressures and mental blocks.

Unit 3: Creative Process

LH 8

Creativity as a process; Nature of creative process – knowledge accumulation, incubation, idea experience, and evaluation and implementation; Developing creativity – recognizing relationships, developing a functional perspective, using brains and eliminating muddling mind-sets; Creative climate.

Unit 4: Innovation

LH 5

Nature of innovation; Innovation and related terms invention, growth, creativity, design, exploitation, change, failure, entrepreneurship, customers, knowledge and society; Drivers of innovation – emerging technologies, competitor actions, new ideas from customers, strategic partners and employees, and emerging changes in the environment; Major myths of innovation.

Unit 5: Types, Sources and Principles of Innovation

LH 6

Types of innovation – invention, extension, duplication and synthesis; Sources of innovation – unexpected occurrences, incongruities, process needs, industry and market changes, demographic changes, perceptual changes and knowledge-based concepts; Principles of innovation – action orientation, simple and understandable product, process or service, humble and small start, try test and revise, learning from failure, rewarding heroic activity, and hard and continuous work.

Unit 6: Product Innovation

LH 4

Concept and nature; Product innovation – incremental improvements, additions to product families, next-general products and new core products; Design methods from product innovation – phase review, stage gate and product and cycle time excellence (PACE).

Unit 7: Process Innovation

LH 4

Concept and nature; Approaches to process innovation - just-in-time, total quality management, lean manufacturing, supply chain management and enterprise resource planning; Product and process innovation

Unit 8: Service and Other Innovation

LH 4

Concept and nature; Types of service operations – quasi-manufacturing service, mixed service and pure service; Incremental and radical innovations; Other classifications – disruptive innovation.

Unit 9: Financial Support for Innovation

LH 5

Need for financial support for innovation; Venture capital environment; Sources of venture capital – angel investors and venture capitalists; Government support of innovation; Non-government support of innovation.

Basic Books:

1. Kuratko, Donald F. and Hodgetts Richard M., *Entrepreneurship: Theory, Process and Practice*. New Delhi: Thompson Southwestern
2. O'Sullivan, David, *Applying Innovation*. New Delhi: SAGE Publications

Reference Books:

1. HBP, *Fostering Creativity*, Boston: Harvard Business Press
2. Afuah, Allan, *Innovation Management*, New Delhi: Oxford University Press
3. Conway, Steve and Steward, Fred, *Managing and Shaping Innovation*, New Delhi: Oxford University Press

EED 215: Micro-finance

(Entrepreneurship and Enterprise Development)

Credits 3

Lecture Hours: 48

Course Objective

The main purpose of this course is to acquaint students with the role and significance of micro-finance in the development of a poor country like Nepal. Besides, it also provides with the products and services and functions of micro-finance institutions operating in Nepal.

Course Description

This course contains introduction, micro-finance products and services, micro-finance in Nepal, micro-finance policy, legal and regulatory framework, wholesales lending micro-finance institutions, Risks in Micro-finance Institutions, Micro-finance and Development, Activities of Micro-finance Institutions in Nepal.

Course Details

Unit 1: Introduction

LH 5

Concept and nature of micro-finance; Evolution of micro-finance; Growth of micro-finance industry; Micro-finance and related terms micro credit, microcredit loans, sustainable microfinance, micro saving, micro finance institution (MFI), micro insurance, micro finance services, micro finance products, micro enterprise, microfinance clients and agriculture micro finance; Difference between micro-finance and micro credit

Unit 2: Micro-finance Products and Services

LH 3

Concept and nature of micro-finance products and services; types of micro-finance products – micro credits, micro savings, micro insurance, Pension and provident fund and payment transfers; Types of micro-finance services – financial intermediations, social intermediations and social services

Unit 3: Micro-finance in Nepal

LH 7

Evolution of micro-finance in Nepal; Micro-finance credit lending models – association model, community banking model, cooperative model, credit union model, rural joint liability group model, self-help group (SHG) model and village banking model; Micro-finance models in Nepal – cooperative model, small farmers cooperative model, rural development bank model, SHG or community-based organization (CBO) model and village bank model; National Micro-finance Policy, 2005

Unit 4: Micro-finance Policy, Legal and Regulatory Framework

LH 6

Micro-finance policy; MF regulatory authority and institutions – Nepal Rastra Bank (NRB), Department of Cooperatives (DoC), Laws and regulations – Nepal Rastra Bank Act, Bank and Financial Institutions Act, Cooperative Societies Act, Financial Intermediaries Act, NRB Directives for MFIs

Unit 5: Wholesale Lending Micro-finance Institutions

LH 7

Rural Self-reliance Fund (RSRF); Rural Micro-finance Development Centre Ltd. (RMDC); Small Farmers Development Bank Ltd. (SFDBL); Commercial Banks (CBs); The four-tier apparatus – tier I SHGs, tier II NGOs, tier III micro finance institutions (MFIs and Non Banking Finance Companies) and tier IV NBFCs and cooperatives

Unit 6: Risks in Micro-finance Institutions**LH 7**

Concept and nature of micro-finance risks, Risks in MFIs – functional, financial and external risks; Functional risks – mission drift, staff fraud, inefficient performance, inefficient tracking system of loans, overdependence on donors and staff turnover; Financial risks – interest rate risk and foreign exchange risk; External risks – calamities, market speculation, market competition, theft and government policies; Strategies for risks minimization – securitization, controlling internal frauds, developing effective MIS, efficient human resource management, disaster risk management, developing secured cash transportation, disbursement and collection system and hedging

Unit 7: Micro-finance and Development**LH 5**

Role of micro-finance in development; Women empowerment; Health; Micro entrepreneurs and enterprise development; Handicrafts and handloom and cottage industry development; Agri-industry and agriculture development; education development; Networking and linkage building

Unit 8: Activities of Micro-finance Institutions in Nepal**LH 6**

Overview of micro-finance institutions (MFIs) in Nepal; Major MFIs in Nepal and their programs – Agriculture Development Bank Ltd, commercial banks (NBL and RBB), Rural Micro-finance Development Center (RMDC), and Rural Development Banks; Micro-finance programs of major MFIs – Small Farmer Development Program (SFDP), SFDP's Institutional Development Program, Intensive Banking Program, Women Development Program, Saving and Credit Programs, Production Credit Program for Women, Women Awareness Program, Banking with the Poor and Cottage and Small Industry Development Program

Basic Books:

Shah, R. K., *Micro Finance in Nepal*, New Delhi: Serials Publications

Reference Books:

Baral, S.K. and Bihari, S.C. *Rural Marketing and Micro Finance: Text and Cases*, New Delhi: A.I.T.B.S. Publishers, India

The Banking with the Poor Network, *Micro Finance Industry Report Nepal*, Singapore: BWTP

Ledgerwood, Joanna (ed), *The New Micro Finance Handbook: A Financial Market System Perspective*, Washington D.C.: The World Bank

Shrestha, Shanker Man, *State of Micro Finance in Nepal*, Dhaka: Institute of Micro Finance

EED 217: Project Management

(Entrepreneurship and Enterprise Development)

*Credits: 3
Lecture Hours: 48*

Course Objective

This course aims at familiarizing students with the significance of project management and its important aspects so that they can acquire the knowledge and skills of project management.

Course Description

This course contains introduction, project definition, time, cost and quality planning, plan analysis and risk management, project organization: structures and teams, control of projects, supply chain issues, Project Completion and Review,

Course Details

Unit 1: Introduction

LH 7

Concept of project and project management; Phases of project management; 7-S of project management; Project environment; Complexity of projects; Organizational strategy and projects; Project management as a strategic capability; Resource coordination; Project and organizational goals; Project and performance management

Unit 2: Project Definition

LH 3

Developing the project concept; Scope management; Project process; Work breakdown structure; Process mapping; Establishing check points

Unit 3 Time, Cost and Quality Planning

LH 8

Time planning process; Gantt charts; Estimating; Activity-on-arrow (AoA) diagrams and CPM; Scheduling; Computer-assisted project planning; Fast-track projects; Cost planning process; Cost estimating techniques; Cost build-up; Cost management – budgets; Quality planning process; Quality conformance planning; Quality performance planning

Unit 4: Plan Analysis and Risk Management

LH 3

Analyzing time plans; Analyzing cost plans; Analyzing quality plans; Risk management; Risk quantification techniques

Unit 5: Project Organization: Structures and Teams

LH 8

Role of teams; The pure project management; Matrix management; Structure selection; Mixed organizational structures and coordination; Teamwork; Life-cycles of teams; Managing personalities in teams; Effective teamwork; Managing the team – running effective meetings and working with geographically remote people and groups

Unit 6: Control of Projects

LH 7

Control systems; Control of major constraints – quality, cost and time; Visual control; Last planner; Technical performance monitoring; Project management information management system (PMIS); Change control; Control of the work of development projects

Unit 7: Supply Chain Issues

LH 3

Concept of supply chain management; purchasing; Contracts; From buying to relationship management; Modern techniques in supply chain management

Unit 8: Project Completion and Review**LH 6**

Project completion and handover; Structuring improvement activities; Learning before doing – role of external knowledge; Learning by doing – role of audit and review; Conducting reviews; Justifying it all – evaluating cost of quality

Basic Reading:

1. Maylor, Harvey. *Project Management*. New Delhi: Pearson Education Ltd.

Other Readings:

2. Mantel, S.J. et al. *Project Management*. New Delhi: Wiley-India
3. Chandra, Prasanna. *Projects*. New Delhi: McGraw Hill Education
4. Choudhury, S. *Project Management*. New Delhi: McGraw Hill Education

MKT 411: Consumer Behavior

Credits: 3

Lecture Hours: 48

Course Objective

The major objective of this course is to develop students' understanding of the buying process of consumer and identify the various factors that influence the buying process.

Course Description

Consumer behavior is the basic science of modern marketing. Consumer is also the focal point of modern marketing. The marketing process starts from consumer and ends at the consumer. In this course students are expected to learn the nature of consumer behavior; importance of understanding consumer behavior in marketing; consumers' buying decision process; influence of individual, group, social-class and cultural factors in consumer buying behavior.

Course Detail

Unit 1: Introduction to Consumer Behavior

4 LH

Meaning and nature of consumer behavior. Differences between consumer buying and organizational buying. Use of consumer behavior knowledge in marketing and public policy decisions. The consumer movement.

Unit 2: Consumer Decision Process

4 LH

Types of consumer decisions: purchase involvement levels and the decision process. Problem/need recognition by consumers. Types of consumer problems. Marketing strategy and problem recognition: problem identification and response.

Unit 3: Information Search and Evaluation

5 LH

Nature of information search: internal and external search, passive and active search. Types of information sought by consumers: evaluative criteria, alternatives available, alternative characteristics. Sources of consumer information. Information search in the Internet. Marketing strategy in information search.

Unit 4: Alternative Evaluation and Choice

6 LH

Consumers' choice: rational choice, affective choice, attribute-based choice, attitude-based choice. Evaluative criteria and its measurement. Consumer decision rules: conjunctive and disjunctive decision rules, lexicographic decision rule, compensatory decision rules. Marketing strategies in evaluation and choice.

Unit 5: Post-purchase Behavior

6 LH

Post-purchase dissonance: reasons and remedies. Product use and non-use. Product disposition: disposition methods and marketing strategies. Satisfaction and dissatisfaction. Consumer complain behavior. Satisfaction and brand loyalty.

Unit 6: Individual Factors Influencing Consumer Behavior

8 LH

Consumer motivation: nature and sources of consumer motivations. Consumer learning: nature and sources of consumer learning. Learning and consumer memory. Consumer perception: nature and process of perception. Personality: nature and types of consumer personality. Consumer personality and brand personality. Consumer attitudes: attitude components, attitude formation and change.

Unit 7: Group and Family Influences

6 LH

Reference group influences: nature and degree of influences, marketing strategies based on reference group influences. Family influences: structure of household, family decision roles, family life cycle.

Unit 8: Social Class and Cultural Influences

6 LH

Social class hierarchy and consumption behavior in Nepal. Cultural and subcultural influences: nature of culture, cultural dynamism, values, norms, myths. Cross cultural marketing.

Text and References

1. Del I. Hawkins, David L. Mothersbaugh, and Amit Mukerjee, Consumer Behavior (11th ed), McGraw Hill.
2. Leon G. Schiffman and Leslie Lazer Kanuk, Consumer Behavior, Prentice Hall of India.

MKT 412: Advertising and Public Relations

Credits: 3

Lecture Hours: 48

Course Objective

The major objective of this course is to develop students' understanding and skill in development of communication strategy of a firm, particularly with advertising and public relations.

Course Description

Developing effective communication has become the focal activity in a marketing firm. Marketers need to develop powerful messages about the products and services, and select appropriate appeals and execution framework to reach the target audience in order to establish their brands in consumers mind set. In this course students are expected to learn the nature of marketing communication and communication process; marketing communication strategy; nature and role of advertising; creative issues in advertising; the structure of the advertising business; and public relations strategy.

Course Detail

Unit 1: Introduction to Marketing Communication

Meaning, elements, structure, and role of marketing communication. Theories of marketing communication: hierarchy of effects of communication, information processing theories, communication and attitude formation and change. Key communication terminologies. Miscommunication issues.

Unit 2: Marketing Communication Strategy

Marketing communication mix. Integrated marketing communication. Formulation of marketing communication strategy. Marketing communication barriers. Communication budgeting issues and methods. Promotion campaign planning and management.

Unit 3: Advertising

Meaning, elements, objectives and role of advertising. Evolution of advertising. Types of advertising. Social, ethical and legal issues of advertising. Theories of advertising: how advertising influences consumer behavior, advertising and information processing, and advertising objectives and effectiveness theory.

Unit 4: Advertisement Development

Creative process and methods. Visualization process and visualizer qualities. Message design: message theme, models, considerations. Message strategies: cognitive, affective, conative, and brand strategies. Advertising appeals: rational, emotional, sex and other ad appeals. Essentials of a good appeal. Execution frameworks. Use of color in advertising.

Unit 5: Print Advertisement

Print advertising media: types of media and media choice. Copywriting for print media: types of ad copies. Ad copy objectives and requisites of a good copy. Print copy development process. Print copy elements: choice of headline, sub-heads, body copy, slogan and signature. Layout: functions, qualities of a good layout, layout principles.

Unit 6: Active Media Advertisement

Television advertising: nature, pros and cons. TVC development: script writing, story board, air-time buying and other considerations. Radio advertising: nature, pros and cons. Producing radio advertisements. Emerging advertisements: internet advertising and ambient advertising. Product placement strategies.

Unit 7: Public Relations Management

PR concept and dynamism. PR objectives. Traditional and modern PR methods. PR Strategy and tactics. Organization needs hierarchy and PR. Internal and external PR. International PR. Word of mouth PR. Corporate identity, corporate image, corporate advertising and PR. Corporate sponsorship and cause-related marketing.

Text and References

1. William Wells, John Burnet, and Sandra Moriarty, *Advertising Principles and Practice* (8th ed.), Prentice Hall of India.
2. Jaishri Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press.
3. K.D.Koirala, *Marketing Communications*, Buddha Publications.

MKT 413: Creative Selling

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the various dimensions of the sales job and develop their skills in successful selling.

Course Description

Selling is the end result of marketing. Business organizations are involved in selling of products and services. Social organizations sell social products and ideas. It is also the most growing field and becoming more challenging in the present context. Selling jobs today need more creativity and a variety of skills. This course mainly deals in inculcating selling skills in the students specializing in the marketing area. The course includes nature and challenges of the sales job, necessary traits of a salesperson, tactical selling skills, self management skills, and strategic selling skills.

Course Detail

Unit 1: Introduction

Meaning of selling. Nature of the sales job. Selling's role in marketing and society. Duties and responsibilities of a salesperson: Direct, indirect, and non-selling activities. Types of sales job: retail, trade, industrial, and missionary selling. Traits of a salesperson.

Unit 2: Knowledge for Successful Selling

Company knowledge. Product knowledge. Competitive products. Pricing and discount policies. The sales process of indoor sales and outdoor sales. Personality Traits of Salesperson: Empathy and focus. Ego-drive. Optimism. Attitude towards responsibility.

Unit 3: Tactical Selling Skills

Influencing: authority, reciprocity, rapport, reason, consistency. Prospecting: Methods of prospecting and qualifying customers. Successful prospecting. Conversation planning. Cold calling. Client Meetings: Rapport building, questioning, making presentations, handling objections, and closing sales.

Unit 4: Presentation and Negotiation Skills

Planning presentations: Importance of planning. Pre-call information gathering. Setting targets. Developing presentation plan. Making appointments. Making approach. Making presentations: S-R approach, mental state approach, need stimulation approach, and problem solution approach. Types of sales presentations: Standard memorized presentation, outlined presentation, program presentation. Dramatizing the sales presentation. Negotiation skills: Resolving conflicts.

Unit 5: Self-Management Skills

Attitude maintenance. Handling emotions. Setting goals. Time management. Stress management. Professionalism in sales job.

Unit 6: Strategic Selling Skills

Territory planning: the planning pyramid. Planning for profit. Strategic territory planning. Account planning and management. Business creation method. Sales reporting.

Text and References

1. Carlton A. Pederson, Milburn D. Wright, and Barton A. Weitz, *Selling Principles and Methods*, Irwin.
2. David J. Batchelor and Arthur H. Horn, *Skills for Sales Success*, Macmillan India.

MKT 414: Sales Force Management

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the area of management of sales personnel and develop their skills in management of sales organization and sales force.

Course Description

Most marketing firms employ large sales organization with a variety of sales jobs performed through people. This course mainly deals in the management issues related to sales including managing sales organization, sales territory, sales quota, recruitment, selection and training of sales personnel, compensating and motivating sales personnel, and evaluating sales force performances.

Course Detail

Unit 1: Introduction

Nature and role of sales management. Evolution of sales management. Importance of sales management. Sales management process.

Unit 2: Sales Organization

Sales organization structures. Organization principles. Organizational design. Emerging organizational designs. Size of sales force.

Unit 3: Sales Territory and Sales Quota

Need importance of sales territory. Size of territories. Sales territory designs. Allocation of sales territories. Need for sales quota. Quota principles. Procedure for quota setting.

Unit 4: Recruitment, Selection and Training of Sales Force

Hiring process. Planning for recruitment. Recruitment sources. Selection procedure. Socialization. Training objectives. Training theories and principles. Training process. Training methods. Designing sales training programs.

Unit 5: Compensation and Motivation

Compensation plan: financial and non-financial. Trends in compensation management. Designing a compensation plan. Nature and importance of sales force motivation. Process of motivation. Designing a motivational program.

Unit 6: Sales Force Evaluation and Control

Performance appraisal of sales people: appraisal process and methods. Controlling performance. Performance evaluation criteria and standards. Sales audit. Control tools.

Text and References

1. Richard Still, Edward Cundiff, and Norman Govoni, Sales Management, Prentice Hall of India.
2. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.

MKT 415: Retail Management

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the area of retail management and develop their skills in management of retail functions in large-scale retail outlets such as department stores and super markets.

Course Description

The retail scene in Nepal's urban areas is rapidly changing with the emergence of departmental store chains, super markets, medium size self service stores, and shopping malls. It has created a new area of employment to thousands of educated youths. In view of this growing sector of the economy need for specialized manpower has become imperative. This course deals on the emerging retail scene, retail organization, retail service quality, retail business location, category management, supply chain management, retail buying, store layout and design, and retail promotions.

Course Detail

Unit 1: Introduction

Nature and role of retailing. Evolution of retail business. Emerging retail business trends in Nepal, India, US, Europe. Drivers of retail growth in Nepal. Retail marketing mix.

Unit 2: Retail Organization

Dynamism in retailing. Retailing change theories: Wheel of retailing, dialectic process, natural selection. Classification of retail units: nature and methods of operations of various forms of retail business.

Unit 3: Service Quality Management

The service-product characteristics. Quality concepts in services: Service quality gaps. Characteristics of quality in retailing. Quality auditing: benchmarking, service recovery.

Unit 4: Retail Business Location

Nature and importance of location decision. Determinants of location decision. Process and steps in location decision: trade area analysis, location formats, general location decision, evaluation of store sites.

Unit 5: Merchandise Management and Supply Chain

Merchandise management components: merchandise mix, merchandise planning. Merchandise acquisition: supplier decisions. Merchandise control. Merchandise handling. Product assortment choice: determining factors. Category management process. Nature and role of supply chain management in retailing. Successful SCM principles. SCM objectives.

Unit 6: Retail Store Layout and Operations

Layout objectives. Layout elements. Circulation. Storefronts and entrance management. Merchandise displays. Atmospherics. Retail operations management. Role of a store manager: decision and supervision areas.

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Unit 7: Retail Promotions

Promotion mix in retailing: role of advertising, sales promotion, personal selling, and public relations in retailing. CSR in retailing. Customer relationship management in retailing. Customer loyalty programs.

Text and References

1. David Gilbert, Retail Marketing Management, Pearson Education.
2. Retail Management, Chetan Bajaj, Rajnish Tuli, and Nidhi Varma Shrivastava, Retail Management, Oxford University Press.
3. Piush Kumar Sinha and Dwarika Uniyal, Managing Retailing, Oxford University Press.

MKT 416: Supply Chain and Channel Management

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the area of supply chain management and channel management with a view to develop their skills in management of supply chain functions and effective management of marketing channels.

Course Description

The supply chain management (SCM) has been recognized today as the most critical aspect in a business organization's capability to create and deliver value to customers. Similarly, marketing channels are equally important in the value delivery process. This course deals on the role and importance of SCM, SCM structure, supply chain drivers, strategic decisions in supply chain, distribution channel functions and flows, and designing customer-oriented marketing channels.

Course Detail

Unit 1: Introduction

Supply chain concepts. Macro process of supply chain. Supply chain decision hierarchy. Supply chain structure: determining factors. Forms of supply chain: push-based, cost-efficient, cost-centric, pull-based, agile supply chain systems.

Unit 2: Supply Chain Drivers

Supply chain performance drivers: facilities management, inventory management, transportation, information, sourcing, and pricing. Trade offs in designing supply chain drivers: demand and supply conditions, negotiating powers, innovations, resource-based strategy, technology, and government policies.

Unit 3: Strategic Decisions in Supply Chain Management

SCM decisions and its linkages to firm's strategies. Third party logistics in supply chain. Fourth party logistics

Unit 4: Channel Management

Nature and importance of marketing channels. Key channel functions. Value enhancement through channels. Channel management decision areas.

Unit 5: Designing Customer-oriented Marketing Channels

Understanding customer requirements. Conceiving the channel flows. Linking service output to channel flows. Channel cost analysis. Ideal channel decision. Channel design considerations.

Unit 6: Channel Information System (CIS)

Nature and forms of CIS. Motives and challenges in CIS. CIS components. Steps in designing a CIS.

Unit 7: Managing Channel Member Behavior

Channel dynamics. Channel relationships, control, power, and positioning. Channel influence strategies. Channel conflicts: causes and resolution.

Text and References

1. N. Chandrasekaran, Supply Chain Management, Oxford University Press.
2. Tapan K Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.

MKT 417: Industrial Marketing

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the area of industrial marketing and develop their skills in designing industrial marketing strategy..

Course Description

Industrial marketing involves marketing to various industries. The business to business marketing is growing very rapidly. Although industrial marketing involves the basic marketing principles and strategy it is executed differently. Recognizing the uniqueness of this area of marketing this course includes the industrial marketing concept and systems, nature of industrial demand, industrial marketing strategy.

Course Detail

Unit 1: Introduction

Industrial marketing concept. Industrial marketing system. Industrial marketing mix. Industrial marketing management issues. Industrial buyer behavior: nature and characteristics. Industrial buying considerations.

Unit 2: Industrial Demand

Derived demand. Industrial product types and their characteristics. Industrial purchasing systems and methods. Value analysis. Vendor analysis.

Unit 3: Product and Service Strategy

Industrial product development process. Industrial product mix. Services marketing to industries.

Unit 4: Channel Management

Industrial channel strategy: role of distributors and sales agents. Branch distribution. Formulating industrial channel strategy. Channel logistics.

Unit 5: Pricing

Price factors: competition, costs and nature of demand. New product pricing strategies. Pricing policies: net pricing, discounting, geographic pricing.

Unit 6: Promotion

Industrial advertising: advertising objectives, advertising appeals in industrial marketing, advertising message design, media selection. Role of personal selling. Selecting sales people, training, task assignment, and compensation. Sales promotions: organizing and participating in events and exhibition. Industrial catalog preparation. Promotional novelties. Public relations in industrial marketing.

Text and References

1. Richard M. Hill, Ralph S. Alexander and James S. Cross, Industrial Marketing, AITBS Publishers.
2. P.K.Ghosh, Industrial Marketing, Oxford University Press.

MKT 418: Rural Marketing:

Course Objective

This course aims to develop students' understanding in the area of rural marketing and develop their skills in designing marketing strategy for the rural market.

Course Description

Rural marketing involves marketing to villages. Four-fifth of Nepalese live in villages. Remittances from foreign employment has given unprecedented purchasing power to the villagers. Thus rural marketing, although neglected for a very long period of time, has growing significance in the country. Recognizing the importance of this area this course has been designed. This course includes the relevance of rural marketing, characteristics of the rural market, rural market segmentation, rural marketing strategy, and agricultural marketing.

Course Detail

Unit 1: Introduction

Rural marketing concept. Rural marketing system. Rural marketing environment in Nepal. Challenges in rural marketing. Rural marketing mix: availability, affordability, acceptability, and awareness. Rural buyer behavior: nature and characteristics. Rural buying considerations. Problems and constraints in rural marketing. Segmentation of the rural market.

Unit 2: Rural Marketing Strategy

Rural product development process. Services marketing in rural areas. Product modifications for the rural market. Brand strategies. Packaging strategies in rural market. Rural distribution systems. Rural channel strategy: major challenges. Rural logistics. Rural price factors. of demand. New product pricing strategies. Promotion in rural markets: media, promotion objectives, message content, advertising appeals.

Unit 3: Agricultural Marketing

Agricultural marketing characteristics. Nature of agricultural products. Agricultural marketing environment in Nepal. Agricultural marketing process. Agricultural cooperatives and marketing. Sales transaction modalities. Managing logistics.

Text and References

1. Richard M. Hill, Ralph S. Alexander and James S. Cross, Industrial Marketing, AITBS Publishers.
2. P.K.Ghosh, Industrial Marketing, Oxford University Press.

MGT 203: Organizational Behavior

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to provide students with an in-depth understanding of fundamental theories of organizational behavior.

Course Description

The course comprises 10 units- introduction, understanding individual behavior, perception, learning, personality, motivation and job satisfaction, groups and teams in organizations, leadership, communication, conflict and organizational change and development.

Course Details

Unit 1: Introduction to Organizational Behavior

LH 6

Concept, Organizational behavior system, basic assumptions, levels of OB analysis, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges for managers.

Unit 2: Understanding Individual Behavior

LH 5

Concept, behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior, Sensation, Emotions and Cognitive dissonance.

Unit 3: Perception

LH 3

Concept, perceptual process, factors affecting perception, specific application of perception in organizations, theories in organizations, Attribution theory, Attribution errors.

Unit 4: Learning

LH 3

Concept of learning, Learning theories, Factors influencing learning, Principles of learning, Behavior modification.

Unit 5: Personality

LH 5

Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB, application of personality traits and characteristics at work place.

Unit 5: Motivation and Job Satisfaction**LH 5**

Concept, Motivation theories-Maslow Hierarchy needs theory, Hygiene factors and motivators theory, ERG motivation theory, McClelland Achievement theory and Vroom expectancy theory. Application of motivation theories, Motivation for Performance, Concept of job satisfaction, Effects of job satisfaction on employees' performance.

Unit 6: Groups and Teams in Organizations**LH 5**

Concept of group and group dynamics, the dynamics of group formation, types of groups, The dynamics of informal groups, concept and nature of teams, Types of teams, Team processes.

Unit 7: Leadership**LH 4**

Concept, Effective leadership, Theories of leadership-trait perspective, behavioral theories, contingency theories,

Unit 8: Communication**LH 4**

Concept, Function and process, System, Types, Communication network, Barriers to effective communication, Overcoming communication barriers, Issues in communication.

Unit 9: Conflict**LH 3**

Concept, nature, types and nature and types of intergroup conflict, Dynamics of intergroup conflict, Sources of conflict, Approaches to conflict management.

Unit 10: Organizational Change and Development**LH 5**

Concept, Forces of change, Resistance to change, Approaches to managing organizational change, Concept of organizational development (OD), OD values, OD interventions.

Text Books

Robbins, S.P., *Organizational Behavior*, New Delhi: Pearson.

Arnold, H.J. and Fieldman, D.C. *Organizational Behavior*. New York: McGraw Hill Book Company.

Adhikari, D.R. *Organizational Behavior*. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.

Asathappa, K. *Organizational Behavior*. (8th Edition), New Delhi: Himalayan Publishing House.

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

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

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
BBM (Bachelor of Business Management) 6th Semester

2015

MGT 315: Business Environment in Nepal

Credits: 3
Lecture Hours: 48

Course Objective

This course examines the economic, social, political, and legal interfaces between the business institution (especially the corporation) and the environment. The course intends to provide students with an overview of the environmental forces within which business must operate, and an understanding of some of the analytical tools that managers use to solve business and economic problems. The focus is to enable students to identify, understand and evaluate the environmental forces causing change in business performance and future strategic options.

Course Description

The topics include socio-economic, political-legal, technological, and global business environment, business-government relations, performance of industry and agricultural sectors, and financial sector policy reforms.

Course Details

Unit 1: Introduction

LH 5

Business and its environment, types of business environment, environmental analysis – process and techniques, scanning methods, use of environmental analysis in strategic management.

Unit 2: Macroeconomic Environment

LH 15

Dimensions of the economy, major problems and challenges facing Nepalese economy, employment trends and labour market issues, migration and foreign employment, economic development plans, industry and agricultural sectors – performance and emerging challenges, economic policies and reforms - industrial policy, privatization policy, trade policy, tourism policy, and monetary policy; liberalization of the Nepalese economy and capital market reforms, factors contributing to competitive business environment in Nepal.

Unit 3: Political-Legal Environment

LH 9

Political structure in Nepal, political parties, Nepalese Constitution, Government and its branches, business-government relations, risks involved with Nepalese political environment and the emerging issues, an overview of business legislation in Nepal, legislations relating to labour, finance, investment, intellectual property, e-business, and consumer protection.

Unit 4: Socio-cultural Environment

LH 5

Components of socio-cultural environment, family structure and social organizations, class structure and classification, socio-cultural changes and their effects on business.

Unit 5: Technology and Energy Management

LH 6

Business and technology, current status of technology, technology transfer issues, IT Policy of Nepal, natural environmental issues, energy situation in Nepal, environment and energy management issues in Nepal.

Unit 6: Global Business Environment

LH 9

Concept of globalization – trends and issues, regional grouping of nations, regional trade agreements in South Asia – SAARC, SAPTA, SAFTA and BIMSTEC, foreign direct investment in Nepal, WTO and Nepal.

Basic Books

Pant, Prem R. *Fundamentals of Business Environment in Nepal*, Buddha Academic Enterprises.
Agrawal, Govind. *Dynamics of Nepalese Business Environment*. M. K. Publishers.
Business Legislations and related publications of the Government of Nepal.

MGT 316: Introduction to International Business

Credits: 3
Lecture Hours: 48

Course Objectives

This course provides an overview of the importance of international business and trade in the global economy, explores the factors and environment that influence success in international markets, and familiarizes students with the basic terminologies, key concepts and issues unique to the subject. Students will learn about the techniques and strategies associated with different dimensions of marketing, financial management, and human resource management which arise in an international business context.

Course Description

This is a broad – based introductory course organized around three main modules: 1) the external environment of international business, 2) international business strategy, and 3) international business operations. This course provides students the opportunity to explore the international business environment and understand internationalization strategies, modes of entry and the operational decisions facing managers of companies that operate beyond their domestic market.

Course Details

Unit 1: Globalization and International Business

LH 6

Concepts of globalization and international business; Factors affecting globalization; Reasons for international business expansion; Drivers of market globalization; Domestic vs international business.

Unit 2: Theories of International Trade and Investment

LH 8

Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life-Cycle Theory, Theory of Competitive Advantage; Foreign direct investment based theories ; Implications of international trade and investment theories; Contemporary issues of international trade.

Unit 3: Global Business Environment

LH 12

Political and legal systems; Actors in political and legal systems; Political risks; e-commerce and intellectual property rights; Government interventions and investment barriers; Cultural environment – concept, why culture matters in international business?; Regional economic integration – types, leading economic blocs; Emerging foreign markets; The changing demographics of the global economy; International monetary and financial environment – currencies and exchange rate systems; The floating exchange rate system.; Modes of payment in international trade; Global financial system; International economic institutions; WTO and free trade policies.

Unit 4: International Strategic Management

LH 10

Strategy and opportunity assessment; Role of strategy in international business; Estimating market potential; Choosing a strategy; Entering and operating in international markets – exporting and importing, collaborative ventures and strategic alliances, licensing, franchising; Global outsourcing; MNCs and Foreign Direct Investment (FDI) in the world economy – concept, types and trends.

Unit 5: Functional Areas of International Business**LH 12**

Global production, outsourcing and logistics – managing global supply chain; Global marketing strategy – global branding, product development, pricing, communications, and distribution strategies; Global e-marketing strategy; Financial management – sources of funds for international operations: Investment decisions; Tax practices; Currency risk management; International human resource management – staffing policy, diversity management, labour relations, preparing employees for repatriation.

Basic Books

Charles W L Hill and Arun K. Jain. *International Business: Competing in the Global Marketplace*. Tata McGraw Hill, New Delhi.

Johan S. Hill. *International Business: Managing Globalization*. Sage Publications. New Delhi.

References

Alan Sitkin and Nick Brown. *International Business: Challenges and Choice*. Oxford University Press. New Delhi.

Oded Shenkar and Y. Luo. *Internatinal Business*. Wiley Publications. New Delhi.

Rakesh Mohan Joshi. *International Business*. Oxford University Press. New Delhi.

COM 312: Database Management

Credits: 3
Lecture Hours: 48

Course Objectives

The main objective of this module is to provide strong theoretical and practical knowledge of the database management system.

Course Description

Database system, Data Abstraction, Data Models, Database users, Entity-Relation Model, Constraints, E-R Diagrams, Design of E-R Database Schema, Relational Data Model, Structure of Relational Database, Relational Algebra, Fundamental Operations, Additional Operations, Modifying the database, Structured Query Language Data Definition Language, Data manipulation Language, Transaction Control Language, Join operations, Integrity Constraints, Assertion, Triggers, Relational database design issues, Normalization, Database Governance, Database Management, Transaction Management.

Course Details

Unit 1: Introduction

LH 6

Database Management Systems

Purpose of Database Systems

Data Abstraction

Data Models

- The E-R Model
- The Object-Oriented Model
- The Relational Model
- The Network Model
- The Hierarchical Model
- Physical Data Models

Instances and Schemes

Data Independence

Database Administrator

Database Users

Application Architecture (One tier, two tier and n-tire)

Overall Database System Structure and Components

Unit 2: Entity-Relationship Model

LH 6

- 2.1 Entities and Entity Sets
- 2.2 Relationships and Relationship Sets
- 2.3 Attributes
- 2.4 Mapping Constraints
- 2.5 Keys (Super key, Candidate key and Primary key)
 - 2.5.1 Primary Keys for Entity Sets and Relationship Sets
- 2.6 The Entity Relationship Diagram
- 2.7 Reducing E-R Diagrams to Tables
 - 2.7.1 Representation of Strong Entity Sets
 - 2.7.2 Representation of Weak Entity Sets
 - 2.7.3 Representation of Relationship Sets
- 2.8 Generalization and Specialization
- 2.9 Aggregation
- 2.10 Mapping Cardinalities
 - 2.10.1 Representation of Mapping Cardinalities in E-R Diagram
- 2.11 Use of Entity or Relationship Sets
- 2.12 Use of Extended E-R Features
- 2.13 Design of an E-R Database Scheme (Case study)

Unit 3: Relational Model

LH 7

- 3.1 Structure of Relational Database
- 3.2 Basic Structure
- 3.3 Database Scheme
- 3.4 Keys
- 3.5 Query Languages
- 3.6 The Relational Algebra
 - 3.6.1 Fundamental Operations
 - 3.6.2 Formal Definition of Relational Algebra
 - 3.6.3 Additional Operations
- 3.7 Modifying the Database
 - 3.7.1 Deletion
 - 3.7.2 Insertions
 - 3.7.3 Updating
- 3.8 Views and View Definition in Relational Algebra

Unit 4: Structured Query Language (SQL)

LH 6

- 4.1 Background

4.2 Data Definition Language

4.2.1 Domain Types in SQL

4.2.2 Schema Definition in SQL

- 4.3 Data Manipulation Language
 - 4.3.1 The select Clause
 - 4.3.2 The where Clause
 - 4.3.3 The from Clause
 - 4.3.4 The Rename Operation
 - 4.3.5 Tuple Variables
 - 4.3.6 String Operations
 - 4.3.7 Ordering the Display of Tuples
 - 4.3.8 Duplicate Tuples
- 4.4 Set Operations
- 4.5 Aggregate Functions
- 4.6 Null Values
- 4.7 Nested Subqueries
 - 4.7.1 Set Membership
 - 4.7.2 Set Comparison
 - 4.7.3 Test for Empty Relations
 - 4.7.4 Test for the Absence of Duplicate Tuples
- 4.8 Derived Relations
 - 4.8.1 Views
- 4.9 Modification of the Database
 - 4.9.1 Deletion
 - 4.9.2 Insertion
 - 4.9.3 Updates
 - 4.9.4 Updates
 - 4.9.5 Update of a View
- 4.10 Joined Relations
 - 4.10.1 Join types and Conditions
- 4.11 Embedded SQL
- 4.12 Dynamic SQL
- 4.13 Transaction Control Language (Commit, Rollback)

Unit 5: Integrity Constraints

LH 3

- 5.1 Domain Constraints
- 5.2 Referential Integrity
 - 5.2.1 Basic Concepts
 - 5.2.2 Referential Integrity in the E-R Model
 - 5.2.3 Database Modification
 - 5.2.4 Referential Integrity in SQL

- 5.3 Assertions
- 5.4 Triggers

Unit 6: Relational Database Design **LH 5**

- 6.1 Pitfalls in Relational DB Design
 - 6.1.1 Representation of Information
 - 6.1.2 Anomalies
- 6.2 Functional Dependencies
 - 6.2.1 Basic Concepts
 - 6.2.2 Closure of a Set of Functional Dependencies
 - 6.2.3 Closure of Attribute Sets
- 6.3 Decomposition
 - 6.3.1 Lossless-Join Decomposition
 - 6.3.2 Dependency Preservation
- 6.4 Normalization
 - 6.4.1 First Normal Form
 - 6.4.2 Second Normal Form
 - 6.4.3 Third Normal Form
 - 6.4.4 Boyce-Codd Normal Form
 - 6.4.5 Comparison of BCNF and 3NF

Unit 7: Data Governance **LH 4**

- 7.1 Introduction
- 7.2 Data governance drivers
- 7.3 Data governance initiatives

Unit 8: Database Management **LH 6**

- 8.1 Data maintenance
- 8.2 Data quality Management: Data cleansing, data integrity, Data enrichment, Data quality
- 8.3 Data Security Management: Data access, Data erasure, Data Privacy, Data Security

Unit 9: Transaction Management **LH 5**

- 9.1 ACID Properties
- 9.2. Transaction States
 - 9.2.1 Implementation of Atomicity and Durability
 - 9.2.1 Serializability
 - 9.2.3 Basic Concept of Concurrency Control and Recovery
 - 9.2.4 Locking Protocols

Note:

- The students are required to undertake a project work. The project work can be done individually or in group (at most 4 - 5 students). The format of the project report is as follows:
 - Project Description
 - Description of entities or object considered in the project
 - Algorithm or Diagram showing description of project
 - Conclusion of the project

The project report should be original, and the reproduction of others' work is strictly prohibited. Number of pages of the report should be at least 4.

References

Abraham Silberchatz, Henry F. Korth, S.Sudarshan; *Database System Concepts*. McGraw Hill, 4th ed

Date, C.J.; *An Introduction to Database System*. Addison Wesley, 8th ed

RAMEZ ELMASRI , B. NAVATHE, *Fundamentals of Database System*, Pearson Education Asia, Fifth Edition

BNK 214: Commercial Banking Operations

Credits: 3
Lecture Hours: 48

Course Objectives

This course provides an overview of the operating function and overall banking activities of bank and financial institutions. It helps to understand different risk associated in banking business.

Course Description

This course contains an introduction to business of banking, risk in banking business, deposit mobilization, granting credit, cash operation, agency services, trade finance, foreign exchange service, treasury function and electronic banking services.

Course Details

Unit 1: An Introduction to the Business of Banking

LH 4

Meaning, Origin and necessity of bank and financial institutions, an overview of Nepalese financial system, Distinguish between banking and other business.

Unit 2: Risk in Banking Business

LH 5

Meaning and nature of financial risk, Types of major risk in banking business, Credit risk, Operational risk, Market risk, Liquidity risk, For-ex risk, Country risk, Risk identification, Risk measurement and Risk mitigation.

Unit 3: Deposit Mobilization

LH 7

Meaning and nature of bank's deposit, Types of deposit: Current, saving, Fixed call, Demand/notice Deposit product, Procedure of account opening, eligibility, Type and structure of charge, Know Your Customer, Client account maintenance, account closing, Card services: debit card, credit card, prepaid card, Deposit marketing and customer care services.

Unit 4: Granting Credit

LH 8

Concept and nature of bank credit, Types of credit: Term loan, Revolving loan, Corporate loan, Consumer loan, Credit process, Credit appraisal, Approval, Documentation, Disbursement, Credit monitoring and supervision, Credit recovery, Credit marketing, Credit administration, Security, Valuation, Loan classification and provisioning, Non- performing loan and performing loan, Credit risk and its management.

Unit 5: Cash Operation

LH 4

Cash management, Security of vault, Cash insurance, Cash counter, Roles and responsibilities of cashier, Clearing system, Electronic clearing, Internal and external fund transfer.

Unit 6: Agency Services

LH 3

Fund transfer, Remittance services, Utility payment services, Advisory services, Standing order from customer.

Unit 7: Trade Finance**LH 4**

Funded/non funded, letter of credit/ guarantee, advance payment types of L/C, major parties, roles and responsibilities of different parties, essential documents, risk associates.

Unit 8: Foreign Exchange Service.**LH 5**

Meaning and concept, convertible and non-convertible currency, exchange rate determination, FEDAN, composition, function and responsibilities, meaning of Nastro and Vostro accounts.

Unit9: Treasury Function**LH 4**

Introduction, scope of treasury, Back office, Font office back office, Asset liability management, Roles and responsibilities of (ALCO).

Unit 10: Electronic Banking Services**LH 4**

Meaning and concept of e-banking, Internet banking, Brach less banking, Tele/mobile banking, ABBS, ATM. Challenges from innovation.

Reference Books

Peter. S. Rose (1999), *Commercial Bank management*, McGraw-Hill.

Thapa R.B and Rawal D. (2010), *Principles and practices of Nepalese Banking*, Buddha Academic Enterprises, Kathmandu, Nepal

Commercial Bank Management, A Harper International Student. London.

Padmalatha Suresh, Prof Justin Paul (2010), *Management of Banking and Financial Services*, Dorling Kindersley, India.

Poudel N. P (2010), *Financial System and Investment Environment*, Ratna Pustak Bhandar, Kathmandu.

Pradhan, R.S. (2010), *Financial Management*, Buddha Academic Enterprises, Kathmandu, Nepal

EED 212: Principles of Small Business Management

(Entrepreneurship and Enterprise Development-focus area II)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims at familiarizing students with the economic significance of the small business sector, concept of small business management, and the basic principles of different aspects of small business management.

Course Description

This course contains introduction, options for going into business, business plan, legal issues, financing new and growing business, marketing, operations management, human resource issues.

Course Details

Unit 1: Introduction

LH 4

Economic significance of the small business sector; Concept of small business – generic definitions and national definition; Differences between small business and large business; advantages and disadvantages of operating a small business; Factors leading to success and failure of small business; Entrepreneur vs. business owner-manager; Small business vs. entrepreneurship.

Unit 2: Options for Going into Business

LH 3

Issues to consider before going into business – personal goals and abilities; Starting a new business – advantages of starting a business; Purchasing an existing business; Entering a franchise system – advantages and disadvantages; Comparison of options; Procedural steps when starting a business venture .

Unit 4: Business Plan

LH 4

Concept of business plan – advantages and disadvantages of planning; Elements of a business plan; Different types of plans – specificity, length and audience; The business planning process – setting preliminary goals, conducting initial research, confirming goals, conducting subsequent detailed research, writing business plan, critically assessing proposed plan, implementing and evaluating the plan.

Unit 5: Legal Issues

LH 6

Legal structures – sole proprietorship, partnership, company, cooperative and trust; Comparing legal structures; Business registration, PAN and VAT registration; obtaining intellectual property rights – procedures for obtaining such rights, contract law, income tax and property tax laws, labor laws and environmental laws.

Unit 6: Financing New and Growing Business**LH 4**

Need for financial planning; Types of financing – debt and equity; Debt finance – bank overdraft, trade credit, Term loan and leasing; Equity finance – owner’s equity, family and friends, business angels, venture capital and publicly raised equity; Alternative sources of finance – debt factoring and discounting.

Unit 7: Marketing**LH 5**

Concept of marketing; Role of market research; Conducting market research; Marketing process – goal setting and understanding the market; Marketing mix – product or service, promotion, price, placement, people, process and physical evidence; evaluation of marketing.

Unit 8: Operations Management**LH 6**

Operations as a management process; Physical site factors – premises, location and internal layout; Production process and work flow; Service blue printing – inventory and supply management, and operating equipment; Evaluating, improving and securing operational activities; Procedural systems and quality assurance; Risk management.

Unit 9: Human Resource Issues**LH 5**

Concept and functions of HRM; HRM as a business strategy; Acquisition of staff – employ or not employ, organization structure, job analysis, setting selection criteria, remuneration and rewards and recruitment sources; Employment contract; Maintenance - orientation and induction, and motivation mechanisms; Performance appraisal; Termination; Regulatory requirements.

Basic Readings

1. Schaper, M., Vallery, T. Weber, P. and Lewis, K. *Entrepreneurship and Small Business*. New Delhi: Wiley-India

Reference Readings

1. Hatten, S. T. *Small Business Management: Entrepreneurship and Beyond*. Ohio: South-Western Cengage Learning
2. Zimmerer, T. W., Scarborough, N.M. and Wilson, D. *Essentials of Entrepreneurship and Small Business Management*. New Delhi: Pearson Education

INS 213: Commercial Property Risk Management

(Insurance and Risk Management- focus area II)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with concepts and practices of commercial property risk management.

Course Description

This course contains introduction to commercial property, commercial property risk, commercial property insurance, commercial property insurance policy wording, commercial property underwriting, and insurance market of commercial property.

Unit 1: Introduction to Commercial Property

LH 8

Meaning of Commercial Property, Laws related to Commercial Property, Scope of Commercial Property

Unit 2: Commercial Property Risk

LH 8

Commercial Property Risk, Commercial risk in Perspective of Insured and Insurer

Unit 3: Commercial Property Insurance

LH 8

Proposal Form, ISO Commercial Property Program, Building and Personal Property Coverage Form, Causes of Loss Forms, Business Income Insurance, Other Commercial Property Coverage, Transportation Insurance

Unit 4: Commercial Property Insurance Policy Wording

LH 8

Major Coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions

Unit 5: Commercial Property Underwriting

LH 8

Underwriting of Commercial Property, Ratemaking of Commercial Property Policy

Unit 6: Insurance Market of Commercial Property

LH 8

Buyer of CPI Policy, Underwriter of CPI Policy, Premium, Reinsurance, Claim Status of CPI of the Industry

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi

(Beema Samiti), www.bsib.org.np

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

MKT 212: Advertising and Public Relations

(Focus area II: sales and Marketing)

Credits: 3

Lecture Hours: 48

Course Objective

The major objective of this course is to develop students' understanding and skill in development of communication strategy of a firm, particularly with advertising and public relations.

Course Description

Developing effective communication has become the focal activity in a marketing firm. Marketers need to develop powerful messages about the products and services, and select appropriate appeals and execution framework to reach the target audience in order to establish their brands in consumers mind set. In this course students are expected to learn the nature of marketing communication and communication process; marketing communication strategy; nature and role of advertising; creative issues in advertising; the structure of the advertising business; and public relations strategy.

Course Details

Unit 1: Introduction to Marketing

LH 7

Meaning, elements, structure, and role of marketing communication. Theories of marketing communication: hierarchy of effects of communication, information processing theories, communication and attitude formation and change. Key communication terminologies. Miscommunication issues.

Unit 2: Marketing Communication Strategy

LH 6

Marketing communication mix. Integrated marketing communication. Formulation of marketing communication strategy. Marketing communication barriers. Communication budgeting issues and methods. Promotion campaign planning and management.

Unit 3: Advertising

LH 6

Meaning, elements, objectives and role of advertising. Evolution of advertising. Types of advertising. Social, ethical and legal issues of advertising. Theories of advertising: how advertising influences consumer behavior, advertising and information processing, and advertising objectives and effectiveness theory.

Unit 4: Advertisement Development

LH 7

Creative process and methods. Visualization process and visualizer qualities. Message design: message theme, models, considerations. Message strategies: cognitive, affective, conative, and brand strategies. Advertising appeals: rational, emotional, sex and other ad appeals. Essentials of a good appeal. Execution frameworks. Use of color in advertising.

Unit 5: Print Advertisement

LH 6

Print advertising media: types of media and media choice. Copywriting for print media: types of ad copies. Ad copy objectives and requisites of a good copy. Print copy development process. Print copy elements: choice of headline, sub-heads, body copy, slogan and signature. Layout: functions, qualities of a good layout, layout principles.

Unit 6: Active Media Advertisement

LH 7

Television advertising: nature, pros and cons. TVC development: script writing, story board, air-time buying and other considerations. Radio advertising: nature, pros and cons. Producing radio advertisements. Emerging advertisements: internet advertising and ambient advertising. Product placement strategies.

Unit 7: Public Relations Management

LH 9

PR concept and dynamism. PR objectives. Traditional and modern PR methods. PR Strategy and tactics. Organization needs hierarchy and PR. Internal and external PR. International PR. Word of mouth PR. Corporate identity, corporate image, corporate advertising and PR. Corporate sponsorship and cause-related marketing.

Text and References

1. William Wells, John Burnet, and Sandra Moriarty, *Adverting Principles and Practice* (8th ed.), Prentice Hall of India.
2. Jaishri Jethwaney and Shruti Jain, Advertising *Management*, Oxford University Press.
3. K.D.Koirala, *Marketing Communications*, Buddha Publications.

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
BBM (Bachelor of Business Management) 7th Semester

2016

MGT 317: Business Ethics and Social Responsibility

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to develop an understanding of the underlying concepts of business ethics and corporate social responsibility, which are relevant to make decisions in the contemporary business environment. The course further aims to develop a students' ability to critically analyze ethical issues and relevancy of social responsibility in business. This course reviews different regulatory processes essential to the understanding of the ethical standards and corporate social responsibility in Nepal.

Course Description

This course contains introduction, ethical issues and dilemmas, ethical theories, application of ethical standards, strategic context of CSR, business ethics and CSR in Nepal,

Course Details

Unit 1: Introduction

LH 7

Concept of business ethics, the importance of ethics in business, myths about business ethics, morale reasoning, the morality of profit motive, ethics and philosophy, ethics and morality, benefits of business ethics, code of conducts; meaning and importance of social responsibility, the evolution of CSR, a morale argument of CSR, increasing relevancy of CSR, social responsibility and ethics, CSR domains.

Unit 2: Ethical Issues and Dilemmas

LH 7

The problem of just wage, sexual harassment, gift-giving and bribery, the morality of advertising, office romance, the problem of fair pricing, trade secrets and corporate disclosure, product misinterpretation and Caveat Emptor, the morality of labor strikes, whistle-blowing, unfair competition, money laundering, conflict of interest, insider trading, privacy issues, discrimination and corporate intelligence.

Unit 3: Ethical Theories

LH 8

Scholastic philosophy, the Kantian ethics, the Machiavellian principle, utilitarianism of Jeremy Bentham, and John Stuart Mill, the morale positivism of Thomas Hobbes, Divine command ethics, virtue ethics.

Unit 4: Application of Ethical Standards

LH 13

Manufacturing- duties of manufacturer, consumer rights, informed consumer, consumer politics, consumer privacy, ethical consumption, classification of unethical behavior, legal versus morale and ethics business ethics; in the market place- Product positioning and competing, pricing and its consequences, packaging and labeling, brand management and imperatives, advertising and communication, exploitative nature of advertising; finance and value- Financial accounting and standards, responsibilities of financial institutions, capital market and its regulator.

Unit 5: Strategic Context of CSR

LH 6

Strategic CSR Firms' environmental context, the five driving forces of CSR- growing affluence, sustainability, globalization, free flow of information, development of corporate conscience and morale principle of CSR.

Unit 6: Business Ethics and CSR in Nepal**LH 7**

Business ethics of Nepalese firms, ethical standards, Ethical issues and dilemmas in Nepalese business organizations, Business Code of Conduct of FNCCI 2061, Consumer Protection of Nepal-unfair trading practices, Consumer Protection Council's function and duties, protection and promotion of consumer rights, prohibition to influence demand, supply and price, power to systematize and control supply of consumer goods and services, CSR in Nepal- history, Institutional arrangements, FNCCI/ NBI, types of CSR, outcomes of CSR activities; Business ethics approved by FNCCI, NBIs CSR Paper. CSR problems and prospects in Nepal.

Text and Reference books:

Roa, F. Fr. Business Ethics and Social Responsibility, Rex Book Store

Schwartz, M. S., Corporate Social Responsibility: An Ethical Approach, Broadnew Press

Chatterji, M., Corporate Social Responsibility, Oxford University Press.

Werther, W.B. Jr. and Chandler, D., Strategic Corporate Social Responsibility, SAGE.

Ferrell, O.C. , Fraedrich, J. Ferrell, L., Business Ethics: Ethical Decision Making and Cases, South-Western CEGAGE Learning.

Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education India

Publications from FNCCI/ Nepal.

Publications from NBI/ Nepal

Consumer Protection Act 1998

FNCCI Business Code of Conduct 2061

ITC 311: E-Commerce

Credits: 3
Lecture Hours: 48

Course Objectives

This module aims to provide the students with the theoretical background of e-commerce and its applications in business.

Course Description

Introduction to E-Commerce, E-Commerce Terminology, Internet marketing. The Network Infrastructure for E-Commerce, Electronic Data Interchange, Network Security and Measures, Electronic Payment System, Internet Marketing Basics, E-environment

Course Details

Unit 1: Introduction to E-Commerce LH 8

E-Commerce Vs Traditional Commerce, E-Commerce Terminologies and Fundamentals, E-Commerce Framework, Elements of E-Commerce Application, Benefits and Limitation of E-Commerce, m-commerce, Types of ecommerce: B2B, B2C, C2C.

Unit 2: The Network Infrastructure for E-Commerce LH 7

Introduction to Information Superhighway (I-Way), Components of the I-Way, Internet as a network infrastructure, Intranet, Extranet, Software Agents (Static and Dynamic), ADSL, Wi-Fi, Wide Area Wireless, UMTS (3G), LTE (4G), Bluetooth

Unit 3: Electronic Data Interchange (EDI) LH 5

Basic Concepts, Type of Data to be interchanged, EDI Vs. E-mail, EDI Benefits, How EDI works, EDI Application in various field, Security and Privacy issues of EDI, EDI for E-Commerce.

Unit 4: Network Security LH 8

Introduction, Data and message Security, Reasons for data and message security, Firewalls and its Types, Antivirus, Data and Message Security (Secret Key Cryptography, Public Key Cryptography), Digital Signature, Digital Certificate, Certificate Authority, Third Party Authentication, SSL, VPN, SET.

Unit 5: Electronic Payment System LH 5

Introduction (Requirement, Risk), Credit Card (working, benefits and limitations), Digital Wallet (eSewa) Online Banking facilities in Banks of Nepal

Unit 6: Internet (online) Marketing Basics LH 8

Introduction, Difference between Internet Marketing (online) and offline Marketing, Tools for online Marketing: Search Engines, Social Media Marketing, Email Marketing, Issues with online marketing

Unit 7: E-environment LH 7

Introduction, Social and Legal Factors, Economic and Competitive forces, Political Factors, Technology innovation and technology Assessment

References

Andrew B. Whinston and Ravi Kalakota, "*Frontiers of Electronic Commerce*", Pearson 1996, ISBN 81-7808-357-5

Kenneth C. Laudon, Carol G. Traver, "*E-Commerce Business, Technology, Society*", Pearson

P.T. Joseph, "*E-Commerce A Managerial Perspective*", PHI 2002, ISBN 81-203-2089-1

Dave Chaffey, "E-business and E-commerce Management", Fourth Edition or Higher, Prentice Hall,

ELE 226: Events Management

(elective-I)

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide students and introduction to the principles and practices associated with planning managing and staging events.

Course Description

This course contains introduction, managing event projects, Events Design and Production, Event Operations and Managing Human Resources, Event Finance and Marketing, Event in Different Sectors, Role of Media and Event Impacts, Role of Media and Event Impacts.

Course Details

Unit 1: Introduction

LH 4

Concept, challenges, events in history and cultures, the events industry, the role of event manager.

Unit 2: Managing Event Projects

LH 8

Concept, events as projects, project management perspectives, event project definition, organization and framework, project parameters, stakeholder requirements and needs, the project objective statement, project planning, project optimization, the project evaluation and review techniques, project crashing, project risk management, project implementation, project breakdown and shutdown, competencies of an event project leader.

Unit 3: Events Design and Production

LH 6

Concept, current views of event design, events as a designed experiences, concept and theme, Understanding event experiences, event staging and logistics.

Unit 4: Event Operations and Managing Human Resources and logistics

LH 9

Concept, the legal environment, insurance, regulations, licenses and permits, events contracts, event logistics, the event human resource challenges, finding the right people, formulating and conducting event induction and acculturation, developing effective communication with event workers, event employee learning and development, motivating, maximizing performance and retaining employees, remunerating staff, logistics support to events.

Unit 5: Event Finance and Marketing

LH 9

Concept, financial planning and control, usage of event finance information; costing, pricing and capital in events industry, budgeting and events, budgeting as logically sequenced planning process, common method of budgeting, applying budgeting comparing actual and budgeted performance; introduction to event marketing, event marketing planning, event sponsorship, marketing process, communication and public relations.

Unit 6: Event in Different Sectors**LH 8**

Corporate events and festivals, categorization, key logical issues in corporate events, key logical issues in corporate events, the corporate event customers, Event in public and third sectors, cultural events, and festivals, types of cultural events and festivals, the public core cultural events and festivals, sport events. Mega-event, mega-event periods, Mega-event tourism, non-profit events, event management in Nepal: process and difficulties.

Unit 7: Role of Media and Event Impacts**LH 4**

The role and impact of media in events management and coverage, event inputs, measuring impacts and evaluating events, event sustainability.

References

Raj, R. , Walter, P. , Rashid, R. Events Management, SAGE Publication.

Quinn, B., Key Concepts in Event Management, SAGE Publication.

Bowdin, G., Allen, J., Harris, R., McDonell, I. Toole, W.O. Events Management, Routledge.

Yeoman, I., Robertson, M., Ali-Knight, J. , Drummond, S., Beattie, U.M. Festival and Event Management, Routledge.

Bladen, c., Kennell, J. Abson, e., Wide, N., Event Management an Introduction, Routledge.

Chaturvedi, A. Event Management: A Professional and Developmental Approach, global India Publication.

Tum, J. and Norton, P., Management of Event Operations, Routledge.

BNK 214: Commercial Banking Operations

(focus area III)

Credits: 3
Lecture Hours: 48

Course Objectives:

This course provides an overview of the operating function and overall banking activities of bank and financial institutions. It helps to understand different risk associated in banking business.

Course Description

This course contains an introduction to business of banking, risk in banking business, deposit mobilization, granting credit, cash operation, agency services, trade finance, foreign exchange service, treasury function and electronic banking services.

Course Details

Unit 1: An Introduction to the Business of Banking

LH 4

Meaning, Origin and necessity of bank and financial institutions, an overview of Nepalese financial system, Distinguish between banking and other business.

Unit 2: Risk in Banking Business

LH 5

Meaning and nature of financial risk, Types of major risk in banking business, Credit risk, Operational risk, Market risk, Liquidity risk, For-ex risk, Country risk, Risk identification, Risk measurement and Risk mitigation.

Unit 3: Deposit Mobilization

LH 7

Meaning and nature of bank's deposit, Types of deposit: Current, saving, Fixed call, Demand/notice Deposit product, Procedure of account opening, eligibility, Type and structure of charge, Know Your Customer, Client account maintenance, account closing, Card services: debit card, credit card, prepaid card, Deposit marketing and customer care services.

Unit 4: Granting Credit

LH 8

Concept and nature of bank credit, Types of credit: Term loan, Revolving loan, Corporate loan, Consumer loan, Credit process, Credit appraisal, Approval, Documentation, Disbursement, Credit monitoring and supervision, Credit recovery, Credit marketing, Credit administration, Security, Valuation, Loan classification and provisioning, Non- performing loan and performing loan, Credit risk and its management.

Unit 5: Cash Operation

LH 4

Cash management, Security of vault, Cash insurance, Cash counter, Roles and responsibilities of cashier, Clearing system, Electronic clearing, Internal and external fund transfer.

Unit 6: Agency Services

LH 3

Fund transfer, Remittance services, Utility payment services, Advisory services, Standing order from customer.

Unit 7: Trade Finance**LH 4**

Funded/non funded, letter of credit/ guarantee, advance payment types of L/C, major parties, roles and responsibilities of different parties, essential documents, risk associates.

Unit 8: Foreign Exchange Service.**LH 5**

Meaning and concept, convertible and non-convertible currency, exchange rate determination, FEDAN, composition, function and responsibilities, meaning of Nastro and Vostro accounts.

Unit9: Treasury Function**LH 4**

Introduction, scope of treasury, Back office, Font office back office, Asset liability management, Roles and responsibilities of (ALCO).

Unit 10: Electronic Banking Services**LH 4**

Meaning and concept of e-banking, Internet banking, Brach less banking, Tele/mobile banking, ABBS, ATM. Challenges from innovation.

References

Peter. S. Rose (1999), *Commercial Bank management*, McGraw-Hill.

Thapa R.B and Rawal D. (2010), *Principles and practices of Nepalese Banking*, Buddha Academic Enterprises, Kathmandu, Nepal

Commercial Bank Management, A Harper International Student. London.

Padmalatha Suresh, Prof Justin Paul (2010), *Management of Banking and Financial Services*, Dorling Kindersley, India.

Poudel N. P (2010), *Financial System and Investment Environment*, Ratna Pustak Bhandar, Kathmandu.

Pradhan, R.S. (2010), *Financial Management*, Buddha Academic Enterprises, Kathmandu, Nepal

BNK 216: Treasury Management

(focus area IV)

Credits: 3

Lecture Hours: 48

Course Objectives:

To impart the theoretical and conceptual knowledge of the treasury management and potential risk involve in such transaction. It helps to understand different product and policies regarding treasury market in Nepal.

Course Description:

This course consists of ten units- Introduction of Treasury Management, Treasury Organization and Structure, Sources of Fund, Uses of fund, Major Risk in Treasury Management, Pricing of the Product, Assets Liability Management, Derivative Instrument, Investment Portfolio and Liquidity management and Treasury Management Function in Nepalese Banking Sector.

Course Details

Unit 1: Introduction

LH 4

Meaning of treasury, Scope of treasury management, Role and function of treasury department, Principles of treasury management.

Unit 2: Treasury Organization and Structure

LH 5

Concept and function of front office, Back office and mid office, Meaning of dealers, Dealers room, Roles and responsibilities of dealers.

Unit 3: Sources of Fund

LH 4

Deposit: fixed and revolving, Interest bearing and Non-interest bearing, Capital or equity, Reserve and surplus, Borrowing- Short term vs. long term.

Unit 4: Uses of fund

LH 4

Loan and advances, Credit products and their features, interbank lending, maintaining reserve, Investment- Forex, Treasury bill, Govt. securities, share and debenture, maintaining liquidity.

Unit 5: Major Risk in Treasury Management

LH 3

Counterparty default risk, Sovereign risk, foreign currency risk, liquidity risk, Market risk, Equity risk, Commodity risk.

Unit 6: Pricing of the Product

LH 4

Deposit pricing-Cost plus margin deposit product, Market penetration, Conditional, Relationship, Upscale target pricing. Loan pricing, Base interest rate, Risk based pricing.

Unit 7: Assets Liability Management**LH 5**

Meaning and concept of asset liability management, maturity mismatch, interest sensitive assets and liability, interest rate risk, determination of interest rate, interest spread, Gap analysis, Assets liability management committee (ALCO), roles and responsibility of ALCO.

Unit 8: Derivative Instruments**LH 6**

Meaning and concept of derivatives product, Financial derivatives-futures, option, pull option, call option, swaps, interest swaps, Contact swaps Forward rate agreement, Credit derivatives-Securitization, credit default swaps, Risk associated with derivatives product.

Unit 9: Investment Portfolio and Liquidity Management**LH 7**

Concept investment portfolio, investment instrument, importance of portfolio, money market instrument-Treasury bills, open market operation, interbank transaction, commercial papers Capital market-share debenture and govt. bonds. Liquidity management, estimation of liquidity, managing mandatory requirement-CRR, SLR.

Unit 10: Treasury Management Function in Nepalese Banking Sector**LH 6**

Scope, Opportunities and challenges, Foreign Exchange Dealers Association of Nepal (FEDAN) Roles and responsibilities, Central bank's regulation regarding ALM and treasury.

References

Avadhani V.A. *treasury Management* in India, Himalayan Publishing house.

Edward W. Reed (1964), *Commercial bank Management*, A Harper International student. London.

Waston Alasdair, Aotringham,Ron. *Treasury Management: International Banking Operations*, London, institute of Bankers.

Peter. S. Rose (1999), *Commercial Bank management*, McGraw-Hill.

Thapa R.B and D. Rawal (2010), *Principles and practices of Nepalese Banking*, Buddha academic enterprises, Kathmandu, Nepal.

EED 213: Creativity and Innovation

(Entrepreneurship and Enterprise Development-focus area III)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims at familiarizing students with the basics of creativity and innovation so that they can easily understand that both creativity and innovation involve some process by which one can learn how to be creative and innovative for organizational success.

Course Description

This course contains introduction, creativity, creative process, innovation, type, sources and principles of innovation, product innovation, process innovation, ice and other innovation, financial support for innovation.

Course Details

Unit 1: Introduction

LH 4

Concepts of creativity and innovation; Linking creativity, innovation and entrepreneurship; Creativity, critical thinking and creative thinking.

Unit 2: Creativity

LH 5

Role of creativity; Components of creativity; Creativity techniques – problem reversal, forced analogy, attribute listing, mind maps and brain storming; Factors influencing creativity – encouragement, autonomy, resources, pressures and mental blocks.

Unit 3: Creative Process

LH 8

Creativity as a process; Nature of creative process – knowledge accumulation, incubation, idea experience, and evaluation and implementation; Developing creativity – recognizing relationships, developing a functional perspective, using brains and eliminating muddling mind-sets; Creative climate.

Unit 4: Innovation

LH 5

Nature of innovation; Innovation and related terms invention, growth, creativity, design, exploitation, change, failure, entrepreneurship, customers, knowledge and society; Drivers of innovation – emerging technologies, competitor actions, new ideas from customers, strategic partners and employees, and emerging changes in the environment; Major myths of innovation.

Unit 5: Types, Sources and Principles of Innovation

LH 6

Types of innovation – invention, extension, duplication and synthesis; Sources of innovation – unexpected occurrences, incongruities, process needs, industry and market changes, demographic changes, perceptual changes and knowledge-based concepts; Principles of innovation – action orientation, simple and understandable product, process or service, humble and small start, try test and revise, learning from failure, rewarding heroic activity, and hard and continuous work.

Unit 6: Product Innovation

LH 4

Concept and nature; Product innovation – incremental improvements, additions to product families, next-general products and new core products; Design methods from product innovation – phase review, stage gate and product and cycle time excellence (PACE).

Unit 7: Process Innovation**LH 4**

Concept and nature; Approaches to process innovation - just-in-time, total quality management, lean manufacturing, supply chain management and enterprise resource planning; Product and process innovation

Unit 8: Service and Other Innovation**LH 4**

Concept and nature; Types of service operations – quasi-manufacturing service, mixed service and pure service; Incremental and radical innovations; Other classifications – disruptive innovation.

Unit 9: Financial Support for Innovation**LH 5**

Need for financial support for innovation; Venture capital environment; Sources of venture capital – angel investors and venture capitalists; Government support of innovation; Non-government support of innovation.

Basic Books:

1. Kuratko, Donald F. and Hodgetts Richard M., *Entrepreneurship: Theory, Process and Practice*. New Delhi: Thompson Southwestern
2. O'Sullivan, David, *Applying Innovation*. New Delhi: SAGE Publications

Reference Books:

1. HBP, *Fostering Creativity*, Boston: Harvard Business Press
2. Afuah, Allan, *Innovation Management*, New Delhi: Oxford University Press
3. Conway, Steve and Steward, Fred, *Managing and Shaping Innovation*, New Delhi: Oxford University Press

EED 215: Micro-finance

(Entrepreneurship and Enterprise Development- focus area IV)

Credits 3

Lecture Hours: 48

Course Objective

The main purpose of this course is to acquaint students with the role and significance of micro-finance in the development of a poor country like Nepal. Besides, it also provides with the products and services and functions of micro-finance institutions operating in Nepal.

Course Description

This course contains introduction, micro-finance products and services, micro-finance in Nepal, micro-finance policy, legal and regulatory framework, wholesales lending micro-finance institutions, Risks in Micro-finance Institutions, Micro-finance and Development, Activities of Micro-finance Institutions in Nepal.

Course Details

Unit 1: Introduction

LH 5

Concept and nature of micro-finance; Evolution of micro-finance; Growth of micro-finance industry; Micro-finance and related terms micro credit, microcredit loans, sustainable microfinance, micro saving, micro finance institution (MFI), micro insurance, micro finance services, micro finance products, micro enterprise, microfinance clients and agriculture micro finance; Difference between micro-finance and micro credit

Unit 2: Micro-finance Products and Services

LH 3

Concept and nature of micro-finance products and services; types of micro-finance products – micro credits, micro savings, micro insurance, Pension and provident fund and payment transfers; Types of micro-finance services – financial intermediations, social intermediations and social services

Unit 3: Micro-finance in Nepal

LH 7

Evolution of micro-finance in Nepal; Micro-finance credit lending models – association model, community banking model, cooperative model, credit union model, rural joint liability group model, self-help group (SHG) model and village banking model; Micro-finance models in Nepal – cooperative model, small farmers cooperative model, rural development bank model, SHG or community-based organization (CBO) model and village bank model; National Micro-finance Policy, 2005

Unit 4: Micro-finance Policy, Legal and Regulatory Framework

LH 6

Micro-finance policy; MF regulatory authority and institutions – Nepal Rastra Bank (NRB), Department of Cooperatives (DoC), Laws and regulations – Nepal Rastra Bank Act, Bank and Financial Institutions Act, Cooperative Societies Act, Financial Intermediaries Act, NRB Directives for MFIs

Unit 5: Wholesale Lending Micro-finance Institutions

LH 7

Rural Self-reliance Fund (RSRF); Rural Micro-finance Development Centre Ltd. (RMDC); Small Farmers Development Bank Ltd. (SFDBL); Commercial Banks (CBs); The four-tier apparatus – tier I SHGs, tier II NGOs, tier III micro finance institutions (MFIs and Non Banking Finance Companies) and tier IV NBFCs and cooperatives

Unit 6: Risks in Micro-finance Institutions**LH 7**

Concept and nature of micro-finance risks, Risks in MFIs – functional, financial and external risks; Functional risks – mission drift, staff fraud, inefficient performance, inefficient tracking system of loans, overdependence on donors and staff turnover; Financial risks – interest rate risk and foreign exchange risk; External risks – calamities, market speculation, market competition, theft and government policies; Strategies for risks minimization – securitization, controlling internal frauds, developing effective MIS, efficient human resource management, disaster risk management, developing secured cash transportation, disbursement and collection system and hedging

Unit 7: Micro-finance and Development**LH 5**

Role of micro-finance in development; Women empowerment; Health; Micro entrepreneurs and enterprise development; Handicrafts and handloom and cottage industry development; Agri-industry and agriculture development; education development; Networking and linkage building

Unit 8: Activities of Micro-finance Institutions in Nepal**LH 6**

Overview of micro-finance institutions (MFIs) in Nepal; Major MFIs in Nepal and their programs – Agriculture Development Bank Ltd, commercial banks (NBL and RBB), Rural Micro-finance Development Center (RMDC), and Rural Development Banks; Micro-finance programs of major MFIs – Small Farmer Development Program (SFDP), SFDP's Institutional Development Program, Intensive Banking Program, Women Development Program, Saving and Credit Programs, Production Credit Program for Women, Women Awareness Program, Banking with the Poor and Cottage and Small Industry Development Program

Basic Books:

Shah, R. K., *Micro Finance in Nepal*, New Delhi: Serials Publications

Reference Books:

Baral, S.K. and Bihari, S.C. *Rural Marketing and Micro Finance: Text and Cases*, New Delhi: A.I.T.B.S. Publishers, India

The Banking with the Poor Network, *Micro Finance Industry Report Nepal*, Singapore: BWTP

Ledgerwood, Joanna (ed), *The New Micro Finance Handbook: A Financial Market System Perspective*, Washington D.C.: The World Bank

Shrestha, Shanker Man, *State of Micro Finance in Nepal*, Dhaka: Institute of Micro Finance

INS 215: Life and Non Life Insurance

(Insurance and Risk Management-- focus area III)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is familiarize students on life and non life insurance.

Course Description

This course is divided into two parts- life and non life insurance. The life insurance part contains introduction, whole life insurance, endowment life insurance, term life, and other types of insurance, group insurance where as the non life insurance part deals with introduction, fire insurance, motor insurance, marine insurance, engineering insurance, and miscellaneous insurance.

Course Details

Life Insurance

Unit 1: Introduction

LH5

Introduction to Life Insurance, History of Life Insurance, Scope of Life Insurance, Essentials of Life Insurance Contract, Mortality Table, Reserve and Investment of Fund, Surrender Value, Valuation and Surplus, Life Insurance Claim Process, Life Insurance Contractual Provision

Unit 2: Whole Life Insurance

LH4

Ordinary Whole Life Insurance, Anticipated Whole Life Insurance, Deferred Whole Life Insurance, Limited Payment Whole Life Insurance, Variations of Whole Life Insurance: Uses and Limitation of Whole Life Insurance, Coverage, Exclusion, Condition, Premium Calculation

Unit 3: Endowment Life Insurance

LH4

Ordinary Endowment Insurance, Anticipated Endowment Insurance, Deferred Endowment Insurance, Variation of Endowment Life Insurance, Popular Endowment Policies in Nepal, Coverage, Exclusion, Condition, Premium Calculation

Unit 4: Term Life

LH4

Yearly Renewable Term Insurance, 5 to 20 Year Term Insurance, Term to age 65, Decreasing Term, Reentry Term, Uses and Limitation of Term Insurance, Popular Endowment Policies in Nepal, Coverage, Exclusion, Condition, Premium Calculation

Unit 5: Other Types of Life Insurance

LH4

Modified Life Insurance, Preferred Risks, Second to Die Life Insurance, Juvenile Insurance, Saving Bank Life Insurance, Industrial Life Insurance, Group Life Insurance, Annuities

Unit 6: Group Insurance

LH4

Group Insurance, Group Life Insurance, Group Accident Insurance, Group Health Insurance

Non Life Insurance

Unit 1: Introduction

LH3

Introduction to Non Life Insurance, Types of Non Life Insurance, History of Non Life Insurance, Difference between Life and Non Life Insurance, Essential Elements of Non Life Insurance

Unit 2: Fire Insurance

LH4

History of Fire Insurance, Nature and Uses of Fire Insurance, Fire Insurance Contract, Kinds of Policies, Policy Conditions, Fire Tariff, Payment of Claim, Reinsurance

Unit 3: Motor Insurance

LH4

History of Motor Insurance, Nature and Uses of Motor Insurance, Kinds of Policies, Policy Conditions, Motor Tariff, Payment of Claim, Reinsurance, Own Damage Loss, Third Party Liability, Knock for Knock

Unit 4: Marine Insurance

LH4

History of Marine Insurance, Nature of Marine Insurance Contract, Marine Insurance Policy, Coverage, Policy Condition, Exception, Premium Calculation, Claim

Unit 5: Engineering Insurance

LH5

Contractors all Risk Insurance, Erection All Risk Insurance, Machinery Breakdown Insurance, Boiler Insurance, Coverage, Policy Condition, Exception, Pricing, Premium Calculation, Claim

Unit 6: Miscellaneous Insurance

LH3

Cash Insurance, Bankers Indemnity Insurance, Personal Accident Insurance, Burglary Insurance

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*, 2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Kenneth Black, Jr. and Harold D. Skipper, Jr., (2000), *Life and Health Insurance* , 13th Edition, Pearson Education, Inc., Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition, S. Chand and Company Ltd., New Delhi

Beema Samiti, www.bsib.org.np

Kutty, Shashidharan K., (2008), *Meaning of Life Insurance*, 1st Edition, Prentice Hall of India, 2008, New Delhi

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance Institute of India, Mumbai

Ganatrai, R.K. and Kumar Anant, (2011), *Marine Insurance*, Revised Edition, Insurance Institute of India, Mumbai

INS 214: Commercial Liability Risk Management

(Insurance and Risk Management- focus area IV)

Credits: 3

Lecture Hours: 48

Course Objective

This course is related with managing commercial liability risk insurance business.

Course Description

This course contains introduction to commercial liability, commercial liability risk, commercial property insurance, commercial umbrella policy, commercial property underwriting, and insurance market of commercial property.

Course Details

Unit 1: Introduction to Commercial Liability

LH 6

Meaning of Commercial Liability, Laws related to Commercial Liability, Scope of Commercial Liability.

Unit 2: Commercial Liability Risk

LH 7

Types of Commercial Liability Risk, Commercial Liability risk in the Perspective of Insured and Insurer.

Unit 3: Commercial Property Insurance

LH 7

Proposal Form, General Liability Loss Exposures, Commercial General, Liability Policy, Employment Related Practices Liability Insurance, Workers, Compensation Insurance, Commercial Auto Insurance, Aircraft Insurance.

Unit 4: Commercial Umbrella Policy

LH 7

Commercial Umbrella Policy, Business owner's Policy, Professional Liability, Insurance for Doctors,, Medical Establishments, Engineers, Architects, Accounts, and Lawyer and Doctors and Officers Liability Insurance.

Unit 5: Commercial Property Insurance Policy Wording

LH 7

Major Coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions.

Unit 6: Commercial Property Underwriting

LH 7

Underwriting of Commercial Liability, Ratemaking of Commercial Liability Policy.

Unit 7: Insurance Market of Commercial Property

LH 7

Buyer of CLI Policy, Underwriter of CLI Policy, Premium, Reinsurance, Claim, Status of CLI of the Industry.

Reference Books:

Rejda, George E., (2011), *Principles of Risk Management and Insurance*;

10th Edition, Pearson Education Dorling Kindersley, (India) Pvt. Ltd., New Delhi

Harrington, Scot E. & Niehaus, Georgy R. (2004), *Risk Management and Insurance*,

2nd Edition, Tata McGraw Hill Education Private Ltd. , New Delhi

Mishra, M.N. & Mishra, S.B., (2011), *Insurance Principles and Practice*, 18th Edition,

S. Chand and Company Ltd., New Delhi

(Beema Samiti), www.bsib.org.np

Ramachandran K. and Chaubal, A.S., (2010), *Reinsurance Management*, Revised Edition,

Insurance Institute of India, Mumbai

Chaul, A.S. and Murali, C.B., (2011), *Risk Management*, Revised Edition, Insurance I

nstitute of India, Mumbai

MKT 213: Creative Selling

(Focus area-III : sales and Marketing)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the various dimensions of the sales job and develop their skills in successful selling.

Course Description

Selling is the end result of marketing. Business organizations are involved in selling of products and services. Social organizations sell social products and ideas. It is also the most growing field and becoming more challenging in the present context. Selling jobs today need more creativity and a variety of skills. This course mainly deals in inculcating selling skills in the students specializing in the marketing area. The course includes nature and challenges of the sales job, necessary traits of a salesperson, tactical selling skills, self management skills, and strategic selling skills.

Course Detail

Unit 1: Introduction

LH 7

Meaning of selling. Nature of the sales job. Selling's role in marketing and society. Duties and responsibilities of a salesperson: Direct, indirect, and non-selling activities. Types of sales job: retail, trade, industrial, and missionary selling. Traits of a salesperson.

Unit 2: Knowledge for Successful Selling

LH 7

Company knowledge. Product knowledge. Competitive products. Pricing and discount policies. The sales process of indoor sales and outdoor sales. Personality Traits of Salesperson: Empathy and focus. Ego-drive. Optimism. Attitude towards responsibility.

Unit 3: Tactical Selling Skills

LH 10

Influencing: authority, reciprocity, rapport, reason, consistency. Prospecting: Methods of prospecting and qualifying customers. Successful prospecting. Conversation planning. Cold calling. Client Meetings: Rapport building, questioning, making presentations, handling objections, and closing sales.

Unit 4: Presentation and Negotiation Skills

LH 12

Planning presentations: Importance of planning. Pre-call information gathering. Setting targets. Developing presentation plan. Making appointments. Making approach. Making presentations: S-R approach, mental state approach, need stimulation approach, and problem solution approach. Types of sales presentations: Standard memorized presentation, outlined presentation, program presentation. Dramatizing the sales presentation. Negotiation skills: Resolving conflicts.

Unit 5: Self-Management Skills

LH 5

Attitude maintenance. Handling emotions. Setting goals. Time management. Stress management. Professionalism in sales job.

Unit 6: Strategic Selling Skills**LH 7**

Territory planning: the planning pyramid. Planning for profit. Strategic territory planning. Account planning and management. Business creation method. Sales reporting.

Text and References

1. Carlton A. Pederson, Milburn D. Wright, and Barton A. Weitz, *Selling Principles and Methods*, Irwin.
2. David J. Batchelor and Arthur H. Horn, *Skills for Sales Success*, Macmillan India.

MKT 216: Supply Chain and Channel Management

(Focus area-IV : sales and Marketing)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding in the area of supply chain management and channel management with a view to develop their skills in management of supply chain functions and effective management of marketing channels.

Course Description

The supply chain management (SCM) has been recognized today as the most critical aspect in a business organization's capability to create and deliver value to customers. Similarly, marketing channels are equally important in the value delivery process. This course deals on the role and importance of SCM, SCM structure, supply chain drivers, strategic decisions in supply chain, distribution channel functions and flows, and designing customer-oriented marketing channels.

Course Detail

Unit 1: Introduction

LH 8

Supply chain concepts. Macro process of supply chain. Supply chain decision hierarchy. Supply chain structure: determining factors. Forms of supply chain: push-based, cost-efficient, cost-centric, pull-based, agile supply chain systems.

Unit 2: Supply Chain Drivers

LH 8

Supply chain performance drivers: facilities management, inventory management, transportation, information, sourcing, and pricing. Trade offs in designing supply chain drivers: demand and supply conditions, negotiating powers, innovations, resource-based strategy, technology, and government policies.

Unit 3: Strategic Decisions in Supply Chain Management

LH 5

SCM decisions and its linkages to firm's strategies. Third party logistics in supply chain. Fourth party logistics

Unit 4: Channel Management

LH 6

Nature and importance of marketing channels. Key channel functions. Value enhancement through channels. Channel management decision areas.

Unit 5: Designing Customer-oriented Marketing Channels

LH 8

Understanding customer requirements. Conceiving the channel flows. Linking service output to channel flows. Channel cost analysis. Ideal channel decision. Channel design considerations.

Unit 6: Channel Information System (CIS)

LH 6

Nature and forms of CIS. Motives and challenges in CIS. CIS components. Steps in designing a CIS.

Unit 7: Managing Channel Member Behavior

LH 7

Channel dynamics. Channel relationships, control, power, and positioning. Channel influence strategies. Channel conflicts: causes and resolution.

Text and References

1. N. Chandrasekaran, *Supply Chain Management*, Oxford University Press.
2. Tapan K Panda and Sunil Sahadev, *Sales and Distribution Management*, Oxford University Press.

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
BBM (Bachelor of Business Management) 8th Semester

MGT 318: Business Strategy	3 Cr. hrs
ISM 206: Service Operations and Management (Elective II)	3 Cr. hrs
ISM 208: Industrial Relations (Elective III)	3 Cr. hrs
Project Report Writing Or Internship	6 Cr. hrs
<u>Focus Area Courses V</u>	
.....	3 Cr. Hrs
➤ BNK 218: Micro Finance and Rural Banking	
➤ EED 217: Project Management	
➤ INS 212: Insurance Broking and Bancassurance	
➤ MKT 218: Rural Marketing	

MGT 318: Business Strategy

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding of the strategic management by clearly explaining strategy concepts, analyzing and evaluating them to show how these are applied in the business world.

Course Description

This course contains introduction, vision and mission, objectives and strategy, strategic analysis, strategy formulation, Strategy Implementation.

Course Details

Unit 1: Introduction

LH 7

Concept and importance of strategic management, importance of strategic decisions, elements of strategic management, Need for strategy, company values, levels of strategy, strategic management process, changes in the approach to strategic management, different perspectives on strategy formulation, concept and features of strategic planning.

Unit 2: Vision and Mission, Objectives and Strategy

LH 7

Developing strategic vision, communicating the strategic vision, crafting a mission statement, linking vision and mission with company values, levels of objectives, crafting objectives.

Unit 3: Strategic Analysis

LH 12

Concept, the general environment; scanning, monitoring and forecasting the environment, Scenario planning, PEST analysis; The competitive environment- Porter's Five Forces Framework, the value net, strategic groups, hypercompetition, Internal environment analysis- value-chain-analysis, evaluating Value chain, SWOT analysis; concept of internal environment, the resource-based view of strategy- resources, competencies, core competencies and distinctive capabilities; identifying sustainable competitive advantage, criticism of resource-based view, knowledge management.

Unit 4: Strategy Formulation

LH 14

Concept, Business level strategy- Generic competitive strategies, a resource-based view to strategy formulation, the industry life-cycle; corporate level strategies- Growth strategies, related and unrelated diversification, implementing growth strategies, portfolio analysis- Boston Consulting Group Matrix and The General Electric-Mckinsey Matrix, strategy evaluation.

Unit 5: Strategy Implementation

LH 8

Concept, organizational structures- the entrepreneurial, functional, divisional, matrix and network, strategic leadership, leadership and management, the learning organization, emotional intelligence and leadership performance, leadership capabilities, impact of leadership on vision, values and culture, corporate culture and leadership, leading strategic change.

Text and Reference Books

Henry, E.A. Understanding Strategic Management, Oxford

Jauch, L.R. and Glueck, W.F. Business Policy and Strategic Management, McGraw-Hill.

Pearce II, J.A., Robinson R.B and Mittal, A. Strategic Management: Formulation, Implementation and Control, McGraw Hill.

Thompson, A. Peteraf, M.A., Gamble, J.E., Strickland, A.J., and Jain A.K. Crafting and Executing Strategy, McGraw-Hill

Kajmi, A. Business Policy and Strategic Management, Tata McGraw Hill

Adhikari, D.R. Strategic Management, Buddha Publication

Wheelan, T.L. and Hunger J.D. Strategic Management and Business Policy, Pearson

BNK 218: Micro Finance and Rural Banking

(focus area V)

Credits: 3

Lecture Hours: 48

Course Objectives:

Familiarize with the basic concept of microfinance, historical background, products designing, operational procedures, infrastructure development for micro finance, legal framework and prudential regulation with specific reference to the Nepalese context; Provide knowledge of micro finance practices in Nepal along with global development in microfinance sector, To make able to understand the role of rural microfinance in poverty reduction and give practical knowledge on microfinance practices.

Course Description

This course contains Introduction to Micro Finance, Approaches to Micro-finance, Micro Finance Institutions, Product of Micro Finance, Directed or Deprived Sector lending, Measuring the Performance of MFIs, Matter of MFIs.

Course Details

Unit 1: Introduction to Micro Finance

LH 5

Concept, Definition and principles of microfinance, Characteristics and importance of Microfinance, Historical Background, Role of microfinance for elevation of poverty, Linkages between main stream financial services & micro-finance

Unit 2: Approaches to Micro-finance

LH 6

Saving led and credit led, Practices and different models (Special reference to Nepal) Grameen replication, Co-operative, FINGO and Self Help Groups (SHG), Strengths and weaknesses of the various approaches, Social Banking VS Commercial Banking, Financial access Vs Financial inclusion.

Unit 3: Micro Finance Institutions

LH 5

Ownership and Legal Form of MFIs, Objectives of MFIs, The importance of institutions, Organizational structure, Governance, Types of financial institutions, Offering microfinance services, Capital structure Management structure, growth and transformation.

Unit 4: Product of Micro Finance

LH 8

Saving product- Concept of saving, saving mobilization, Types of saving, compulsory saving, voluntary saving, Non-financial services, Micro insurance, Pricing of saving product. Credit product: micro credit, individual credit, Character and cash-flow based lending, Micro enterprises loan, Working capital loan, agricultural loan, Loan against group guarantee, interest rate and services charges on micro credit,

Unit 5: Directed or Deprived Sector lending

LH 6

Meaning and concept, Directed lending- importance, Pros and cons views, Priority sector lending vs. deprived sector lending, NRB policies for DSL, Penalty in case of default in DSL, Direct lending Vs Indirect lending. Roles of DSL for increasing productivity.

Unit 6: Measuring the Performance of MFIs**LH 8**

Analyzing financial statements, Financial performance ratios, efficiency and productivity; liquidity and capital adequacy; asset and liability management, Loan loss and provisioning, Benchmarking, Rating MFIs, Social Performance Measurement and Impact performance evaluation of microfinance institutions in the framework of WOCCU model, CGAP model, and SEEP model

Unit 7: Matter of MFIs**LH 10**

Viability, Efficiency, Sustainability, Self-reliance, Outreach Cooperation, coordination and co-financing with various donors agencies. The role of governments in microfinance; national microfinance policies, Subsidizing, The Role of Subsidies and Donors, Measuring subsidy dependence, Traditional microfinance donors and instruments, socially responsible investors Vs commercial investors: Equity vs. debt financing options, Microfinance investment funds vs Microfinance investment vehicles, Culture of labor division, Opportunities and challenges of MFIs in Nepal.

Reference

Christen R.P. *Banking Services for the Poor: Managing for Financial Success*, Accion International, Washington DC

Joanna Ledgerwood. Microfinance Handbook: *An Institutional and Financial Perspective*: Sustainable Banking with Poor. Washington D.C: The World Bank.

Rama Bashyal. MICRO FINANCE. *Access to Finance for Nepal's Rural Poor*. Institute for Integrated Development Studies, IIDS. 2008.

SBP Micro- Finance Handbook. The World Bank 1997

Simkhada NR, Sharma N, Upreti T. *Review for Micro-finance Services in the hills of Nepal*. Centre for Micro-Finance(CMF), Kathmandu, Nepal

Upreti, T.P., *Micro-finance in Nepal*, Impact, Opportunities and Challenges, Seminar Paper, Kathmandu, Nepal.

Suggested Reading

Various publication and article published from Nepal Rastra Bank.

ELE 221: Emerging Global Business Issues

(Elective)

Credit: 3
Lecture hour: 48

Course Objective

The main objective of this course is to acquaint students with the concepts and practices of emerging global business issues. The course is to present modern concepts of international management to the students and help them to develop skills in analysis of global business both in terms of its internal functioning and interaction with the different types of environment.

Course Description

The course provides a review of global business practices as a area of theoretical development as well as a field of practice. It comprises the problem areas of globalization, world economy and modern approaches to business organisation in the global context. Main blocks of the course are concept and environment of global business, multinational companies, foreign direct investment, theories of trade, modes of entering into global business and emerging issues in global business.

Course Details

Unit 1: Concept & Nature of Global Business

LH 8

- Characteristics of Global Business
- Components of Global Business: International Trade and International Investment
- Opportunities of Global Business
- Globalization of Business: A Historical Perspective
- Global Business as Blending of people, Technology & Ethical Behavior
- Economic Challenges facing Global, Domestic Business and Management of Change

Unit 2: Theories of Global Trade

LH 8

- The New Trade theory
- International Product life cycle theory
- Theory of Competitive Advantage
- Implications of Trade Theories

Unit 3: Global Business Environment

LH 10

- Impact of economic Environment on Global Business
- Barriers to Global Trade
- Regional Co-operation & Integration: Reasons & types
- EU, BIMSTEC, SAPTA/SAFTA: Concept and objectives
- International Economic Co-operation
- World Trade Organization(WTO): Concept and functions
- International Political & Legal Environment: Impact on Global Business decision making
- Cultural Orientation in Global Business
- Comparison of Cross Cultural Behavioral Practices in Global Business
- Foreign exchange & Foreign exchange market

Unit 4: Modes of Entering Global Business**LH 8**

- Global business expansion modes (Trade Related, Contractual, Investment)
- Licensing, Franchising, Management Contract, Turnkey Projects, International Leasing, Joint Ventures, Mergers & Acquisitions, Strategic Alliance
- Foreign Direct Investment (FDI): Concept & Techniques of FDI

Unit 5: Multinational Companies & Global Business**LH 4**

- Concept, Types, Characteristics of a Multinational Enterprise
- Impact of MNEs on Host Economics
- Organization Structure of MNEs: Functional, Regional & Product Structures

Unit 6: Emerging Trends in Global Business**LH 10**

- Strategic approach to global business management (Ethnocentric, Polycentric, Regiocentric, Geocentric)
- Business Portfolio Analysis- Concept & Problems
- Levels of Global Business Strategy: Corporate, Business & Functional
- Global marketing mix decisions: 7Ps Approach
- International Distribution Channels: Concept and strategies
- Global Operations Management
- Global Supply chain management: Concept and Components
- Global Financial Management Strategies: Global debt market & Global equity market
- Managing International Human Resources Activities & Models
- Global E-Business: Concept & Components
- Global E-Service: Concept and relevance to global business
- Problems & Prospects of Global Business

Text and Reference Books

Joshi, Rakesh,M., *International Business*, New Delhi: Oxford University Press

Bennet,R., *International Business*, New Delhi : Pearson Education.

Aswathappa, K., *International Business*, New Delhi : Tata Mc-Graw Hill.

Sharan, V. *International Business*, New Delhi: Pearson Education

Rao, P. S. *International Business*, Mumbai: Himalaya Publishing House

Daniels & Radhebaugh, L.H., *International Business*, New Delhi: Pearson Education.

ELE 224: Organizational Change and Development

Credits: 3
Lecture Hours: 48

Course Objectives

The objective of this course is to provide students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in various agencies, service organizations, community organizations and other settings.

Course Description

The course mainly focuses on organization development as a process of planned change to improve an organization's problem-solving skills and its overall effectiveness within a changing and complex environment. Within the context of this organizational complexity, students will examine concepts and techniques of OD and management of organizational change.

Course Details

Unit 1: Organizational Change LH 10

Concept, nature and need for planned change in organizations; Forces of change - internal and external factors Recognizing the need for change; Strategies for planned organizational change; Areas of change – strategy, structure, people and technology; Types of organizational change; Change agents' skills, knowledge, style, and role in effecting Change; Resistance to change – individual resistance, organizational resistance; Overcoming resistance to change; Implementing and monitoring the change process.

Unit 2: Approaches and Models of Change LH 9

Introduction; A Three Stage Model of the Change Process (Kurt Lewin and others); Burke-Litwin Model of Organizational Change; Porras-Robertson Model of Organizational Change; Integration of change models; cross-cultural and ethical issues in organizational change.

Unit 3: Organization Development LH 7

Concept; Objectives; Overview and history of OD; Values; Characteristics and assumptions; Key benefits; Strategic aspects of OD; OD as an integrative process.

Unit 4: Process of Organization Development LH 7

Understanding the organizational issues and process; Diagnosing the problems; Feedback on diagnostic information; Role of external consultant in OD process.

Unit 5: Organizational Development Interventions and Strategies LH 7

Team interventions; Inter-group and third party interventions; Comprehensive OD interventions; Structural intervention.

Unit 6: Contemporary issues in Change and Organization Development LH 8

Consultant-client Relationship; Power and Politics; Leadership; Diversity management; Stress management; Technology and culture; TQM practices; Globalization and organizational change and development;

Basic Books

Wendell L. French & Cecil H. Bell, Jr., *Organization Development - Behavioural Science Interventions for Organization Improvement*, Pearson Education. New Delhi.

Dipak K. Bhattacharya. *Organizational Change and Development*. Oxford University Press. New Delhi.

Reference Books

Donald L. Anderson. *Organization Development: The Process of Leading Organizational Change*. Sage Publications. New Delhi

Jim Grieses. *Organizational Change: Themes and Issues*. Oxford University Press. New Delhi.

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

ELE 225: Budgeting and Financial Forecasting (Elective)

*Credits:3
Lecture Hours:48*

Course Objectives

This course provides an introduction to preparation of different types of budgets and associated with general financial forecasting techniques which will help students to understand the budgeting process and forecasting techniques in practice.

Course Description

This course contents an introduction to budget, zero base and activity based budgeting. Master budget, flexible budget and variance have been incorporated along with standard costing and financial forecasting.

Course Details

Unit 1: Introduction to Budget

LH 6

Budgeting: Why and How -Why Make a Budget- Who Reads Budgets- Eight Steps to Creating a Budget- Meaning- Advantages- Characteristics-Role of Budgeting in Management Planning and Control-Methods for Preparing Budgets-Budgeting Ethics- Problems in Budgeting.

Unit 2: Zero Base and Activity Based Budgeting:

LH 4

Concept of zero Base and Activity Based Budgeting, Advantages and Limitations, Objectives and Procedure.

Unit 3: Master Budget:

LH15

Operating Budget: Meaning-Types- Sales budget, Production Budget, Direct Material Purchase Budget, Direct Labor Budget, Factory Overhead Budget, Selling and Administrative Expenses Budget, Budgeted Income Statement.

Financial budget: Meaning- Types- Capital expenditure Budget, Cash Budget, (Kemp & Dunbar)and Budgeted Balance Sheet. Performance Report

Unit 4: Flexible Budget and Variance:

LH 6

Static Budget-Flexible Budget- Difference between Static and Flexible Budget- Need of Flexible Budget- Meaning of Overhead- Three Overhead Variances.

Unit 5: Standard Costing:

LH 7

Meaning- Objective-Limitations- Difference between Standard Costing and Budgetary Control-Controlling Process- Variance Analysis: Direct Material and Labor Variance.

Unit 6: Financial Forecasting:

LH 10

Meaning-Objectives- Importance of Forecasting in Budgeting- Process of Financial Forecasting-Methods of Financial Forecasting- Qualitative Methods: Executive Options, Delphi Technique, Sales Force Pooling, and Consumer Survey. Quantitative methods: Time series Forecasting, Pro-forma Financial Statements.

References7

Brigham, E. F., & Ehrhardt, M. C. (2013). *Financial Management*. Cengage Learning India Pvt. Ltd.

Kemp, S., & Dunbar, E. (n.d.). *Budgeting for Managers*. New York: MC Graw- Hill.

Upadhyaya, T. P., Gupta , U. P., Khanal, B. R.,et al, (2071BS). *Cost & Management Accounting*. Kathmandau: Samjhana Publication Pvt. Ltd.

Welsch, G. A., Hilton, R. W., & Gordon, P. N. (n.d.). *Budgeting Profit Planning and Control*. Prentice-Hall of India Pvt. Ltd.

ISM 206: Service Operations and Management

(elective-II)

Credits: 3

Lecture Hours: 48

Course Objective:

This course aims to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company.

Course Description

This course contains introduction, Service Strategy, Managing Service Operations and Processes, Productivity and Quality Improvement, Resource Utilization.

Course Details

Unit 1: Introduction

LH 9

Concept and characteristics of services, types of services, service processes, success of a service operation, the service as a strategic tool, focused and unfocused service operations, differentiation between goods and services, critical factors of success, service management, service marketing environment, sources of service sector growth, challenges confronted by the service sector, the service product, new product development, product life cycle strategies, branding the service product, emerging service sectors in Nepal- banking, insurance, retailing and tourism services.

Unit 2: Service Strategy

LH 8

Concept, distinctive characteristics of service operations, classifying services for strategic insights, the strategic service vision, service design elements, competitive environment of services, competitive service strategies- overall cost leadership, differentiation, focus; winning customers in the market place, the virtual value chain.

Unit 3: Managing Service Operations and Processes

LH 13

Concept, managing demand and supply, customer' role in service delivery, types of supply relationships, managing service supply chains, managing through intermediaries, supply partnerships, service guarantees, service process matrix, service level agreement; managing facilitating goods- role of inventory in services, characteristics of inventory systems and relevant cost and inventory system; order quantity models- EOQ, inventory model with quantity discount, inventory model with planned shortage; inventory control system- continuous review system, periodic review system and the ABCs of inventory control.

Unit 4: Productivity and Quality Improvement

LH 10

Concept, service quality, model of service quality, customer value equation, stages in service firm competitiveness, making continuous improvement a competitive strategy, walk-through audit, quality and productivity, blueprint for service excellence, quality and productivity improvement process, quality tools for analysis and problem solving.

Unit 5: Resource Utilization**LH 8**

Concept, capacity management, operations planning and control, managing bottlenecks and queues, managing the capacity zone, improving the resource utilization, performance management and measurement, the purpose of measurement, a balance of measures, benchmarking.

Text and Reference Books:

Johnston, R., & Clark, G., *Service Operations Management: Improving Service Delivery*, Prentice-Hall.

Collier, D. A., *Service Management: Operating Decisions*, Prentice Hall, Englewood Cliffs, New Jersey.

Schmenner, R.W., *Service Operations Management*, Prentice Hall, Englewood cliffs, New Jersey.

Fitzsimmons, A. J and Fitzsimmons M. J. , *Service Management: Operations, Strategy, Information Technology*, Fifth McGraw Hill

Jauhari, V and Dutta, K., *Services: Marketing, Operations, and Management*, Oxford Publications.

ISM 208: Industrial Relations

(elective-III)

Credits: 3

Lecture Hours: 48

Course Objectives

The course aims to acquaint students on all the dimensions of industrial relations and labour laws. It is organized into two parts: first part focusing on the history and theory relating to the industrial relations, and the second part providing detailed on specific provisions of labor laws being enforced in Nepal.

Course Description

This course contains introduction, trade unions, collective bargaining, employee grievances, conflicts and disputes, Worker Participation in Management.

Course Details

Unit 1: Introduction

LH 8

Concept, meaning, objectives and scope of industrial relations, forms of industrial relations, theories of industrial relations, industrial relations actors, the system perspectives of industrial relations, industrialization strategy and industrial relations, globalization and industrial relations.

Unit 2: Trade Unions

LH 10

Trade unions, emergence of trade unionism, objectives of trade unions, trade union activities, trade unions in service sector, structure of trade unions in Nepal, trade union movement in Nepal, trade unions related issues in Nepalese organizations, provisions in Trade Union Act 2049 (1992).

Unit 3: Collective Bargaining

LH 10

Concept, nature of collective bargaining, collective bargaining process, collective bargaining as a method of wage fixation, prerequisite for collective bargaining, negotiating techniques and skills, types of collective bargaining contracts, provisions of collective bargaining in Nepal, collective bargaining issues in Nepalese organizations.

Unit 4: Employee Grievances, Conflicts and Disputes

LH 12

Concepts, nature of employee grievances, causes of grievances, the grievance procedure, industrial conflicts, nature of conflict and its manifestation, conflict resolution, grievance and industrial relations, nature of industrial disputes, legal provisions on dispute settlement process in Nepalese organizations, strikes and lockouts-causes.

Unit 5: Worker Participation in Management

LH 8

Concept, determinants of workers' participation in management, workers' empowerment-techniques quality circle and its application Kaizen and its benefits quality of work life and work behavior, joint work committees, managing good industrial relations- problem and prospects future of industrial relations.

Text and Reference Books:

Monappa, A. Industrial Relations, Tata McGraw-Hill Publishing Company Ltd, India.

Singh, B.D. Industrial Relations and Labour Laws, Excell Book, New Delhi

Bhatia, S.K. constructive Industrial relations and Labour Laws, Deep & Deep Publications, India

Monappa, A., Nambudiri, R. and Selvaraj, P. Industrial Relations and Labour Laws, Tata McGraw Hill Education Pvt. Ltd.

Salamon, M. Industrial Relations: Theory and Practice, Prentice Hall

Sihna, P.R.N. Industrial Relations, Trade Unions and Labour Legislation, Pearson Education

Ratnam, C.S.V. Industrial Relations, Oxford University Press, India.

Pant, P.R. & Narayan Manandhar (eds), (1998). *Industrial Relation in Nepal A Book of Readings*, Industrial Relations Forum, Kathmandu.

Trade Union Act 2049 (1992)

Labour Act, 2048 (1992)

EED 217: Project Management

(Entrepreneurship and Enterprise Development- focus area V)

*Credits: 3
Lecture Hours: 48*

Course Objective

This course aims at familiarizing students with the significance of project management and its important aspects so that they can acquire the knowledge and skills of project management.

Course Description

This course contains introduction, project definition, time, cost and quality planning, plan analysis and risk management, project organization: structures and teams, control of projects, supply chain issues, Project Completion and Review,

Course Details

Unit 1: Introduction

LH 7

Concept of project and project management; Phases of project management; 7-S of project management; Project environment; Complexity of projects; Organizational strategy and projects; Project management as a strategic capability; Resource coordination; Project and organizational goals; Project and performance management

Unit 2: Project Definition

LH 3

Developing the project concept; Scope management; Project process; Work breakdown structure; Process mapping; Establishing check points

Unit: 3 Time, Cost and Quality Planning

LH 8

Time planning process; Gantt charts; Estimating; Activity-on-arrow (AoA) diagrams and CPM; Scheduling; Computer-assisted project planning; Fast-track projects; Cost planning process; Cost estimating techniques; Cost build-up; Cost management – budgets; Quality planning process; Quality conformance planning; Quality performance planning

Unit 4: Plan Analysis and Risk Management

LH 3

Analyzing time plans; Analyzing cost plans; Analyzing quality plans; Risk management; Risk quantification techniques

Unit 5: Project Organization: Structures and Teams

LH 8

Role of teams; The pure project management; Matrix management; Structure selection; Mixed organizational structures and coordination; Teamwork; Life-cycles of teams; Managing personalities in teams; Effective teamwork; Managing the team – running effective meetings and working with geographically remote people and groups

Unit 6: Control of Projects

LH 7

Control systems; Control of major constraints – quality, cost and time; Visual control; Last planner; Technical performance monitoring; Project management information management system (PMIS); Change control; Control of the work of development projects

Unit 7: Supply Chain Issues

LH 3

Concept of supply chain management; purchasing; Contracts; From buying to relationship management; Modern techniques in supply chain management

Unit 8: Project Completion and Review**LH 6**

Project completion and handover; Structuring improvement activities; Learning before doing – role of external knowledge; Learning by doing – role of audit and review; Conducting reviews; Justifying it all – evaluating cost of quality

Basic Reading:

Maylor, Harvey. *Project Management*. New Delhi: Pearson Education Ltd.

Other Readings:

Mantel, S.J. et al. *Project Management*. New Delhi: Wiley-India

Chandra, Prasanna. *Projects*. New Delhi: McGraw Hill Education

Choudhury, S. *Project Management*. New Delhi: McGraw Hill Education

INS 212: Insurance Broking and Bancassurance

(Insurance and Risk Management- focus area V)

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with the concepts and practices of insurance broking and Bancassurance. This course also deals with different laws and provisions of Bancassurance.

Course Description

This course contains: introduction to broking, broking practices, introduction to bancassurance, bancassurance model, bancassurance practice, prospects of bancassurance, legal provision of broking and bancassurance.

Course Details

Unit 1: Introduction to Broking

LH 8

Broking, History of Broking, Role of Insurance Broking, Concept of Insurance Brokers, Role of Insurance Brokers, Types of Insurance Brokers: Direct Broker, Reinsurance Broker and Composite Broker, Functions of Direct Broker, Functions of Indirect Broker, Functions of Reinsurance Broker, Functions of Composite Broker.

Unit 2: Broking Practices

LH 7

Cost reduction by Broking, Process of Broking, Steps of broking, Obstacles of broking practice, Legal Provision of Bancassurance.

Unit 3: Introduction to Bancassurance

LH 6

Evolution and Historical Development of Bancassurance Conceptual framework, Insurance Intermediaries, New Distribution Channel, Bancassurance: Concept and Characteristics, Need of Bancassurance.

Unit 4: Bancassurance Model

LH 8

Distribution Alliance, Joint Venture Between Insurance and Bank, Leveraged Life Distribution, Leveraged Bank Distribution, Advantage and Disadvantage of Bancassurance Model, Choosing the right partner in Bancassurance, Requisites for successful Bancassurance.

Unit 5: Bancassurance Practice

LH 8

Changes in the competitive Environment of Banks, Bancassurance Products, Bancassurance Process, Legal Provision of Bancassurance, Distribution Channels in Bancassurance in Nepal, Remuneration and Incentives, Training for Bancassurance.

Unit 6: Prospects of Bancassurance

LH 6

Prospects of Bancassurance in Nepal, Challenges of Bancassurance, Strength of Banks and Insurance Companies.

Unit 7: Legal Provision of Broking and Bancassurance

LH 5

Laws of Reinsurance Broking, Code of Conduct of Broking, Laws of Broking, Laws of Bancassurance.

Reference

Rodrick Claws., *A Textbook of Insurance Broking*, Woodhead Faulmers Ltd.

Bancassurance: *Convergence of Banking and Insurance*, Knowledge Series

www.irda.gov.in.

MKT 218: Rural Marketing

(Focus area V: sales and Marketing)

Course Objective

This course aims to develop students' understanding in the area of rural marketing and develop their skills in designing marketing strategy for the rural market.

Course Description

Rural marketing involves marketing to villages. Four-fifth of Nepalese live in villages. Remittances from foreign employment has given unprecedented purchasing power to the villagers. Thus rural marketing, although neglected for a very long period of time, has growing significance in the country. Recognizing the importance of this area this course has been designed. This course includes the relevance of rural marketing, characteristics of the rural market, rural market segmentation, rural marketing strategy, and agricultural marketing.

Course Detail

Unit 1: Introduction

LH 15

Rural marketing concept. Rural marketing system. Rural marketing environment in Nepal. Challenges in rural marketing. Rural marketing mix: availability, affordability, acceptability, and awareness. Rural buyer behavior: nature and characteristics. Rural buying considerations. Problems and constraints in rural marketing. Segmentation of the rural market.

Unit 2: Rural Marketing Strategy

LH 20

Rural product development process. Services marketing in rural areas. Product modifications for the rural market. Brand strategies. Packaging strategies in rural market. Rural distribution systems. Rural channel strategy: major challenges. Rural logistics. Rural price factors. of demand. New product pricing strategies. Promotion in rural markets: media, promotion objectives, message content, advertising appeals.

Unit 3: Agricultural Marketing

LH 13

Agricultural marketing characteristics. Nature of agricultural products. Agricultural marketing environment in Nepal. Agricultural marketing process. Agricultural cooperatives and marketing. Sales transaction modalities. Managing logistics.

Text and References

Richard M. Hill, Ralph S. Alexander and James S. Cross, *Industrial Marketing*, AITBS Publishers.
P.K.Ghosh, *Industrial Marketing*, Oxford University Press.