



त्रिभुवन विश्वविद्यालय

व्यवस्थापन संकाय

व्यवस्थापन संकाय
डीनको कार्यालय

टेलिफोन : ०१-४३३०८१८, ०१-४३३२७१८, ०१-५१९५५६८ (Exam)

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डीनको कार्यालय
कीर्तिपुर, काठमाडौं, नेपाल ।

मिति २०७८/१०/१२

सूचना

त्रि.वि.व्यवस्थापन संकाय, डीनको कार्यालयबाट संचालित Bachelor of Business Administration (BBA), Bachelor of Business Management (BBM) र Bachelor of Information Management (BIM) कार्यक्रमहरूको देहाय बमोजिमको संशोधित पाठ्य संरचना तथा पाठ्यक्रम यहि शैक्षिक वर्ष २०७७/०७८ (सन् २०२१) मा भर्ना भै अध्ययन गर्ने तथा त्यसपछिका विद्यार्थीहरूको लागि लागु हुने गरी त्रि.वि. प्राज्ञिक परिषद्द्वारा स्वीकृत भएको व्यहोरा जानकारी गराईन्छ र सोही अनुसार नै पठनपाठन गर्नुहुन समेत अनुरोध छ ।

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प्रा.डा. डिल्लीसज शर्मा

डीन

Tribhuvan University
Faculty of Management
Office of the Dean



BACHELOR OF BUSINESS MANAGEMENT (BBM)

Curriculum

Effective from the Academic Batch 2021 AD

Office of the Dean
Faculty of Management
Tribhuvan University
Kathmandu

TRIBHUVAN UNIVESITY

Faculty of Management

BBM PROGRAM

INTRODUCTION TO FACULTY OF MANAGEMENT

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

The FOM offers instructions leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Information Management (BIM), Bachelor of Business Administration (BBA), Bachelor of Public Administration (BPA), Bachelor of Mountaineering Studies (BMS), Bachelor of Business Administration - Finance (BBA-F), Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Management (MBM),

Master of Business Studies (MBS), Master of Public Administration (MPA), Master of Travel and Tourism Management (MTTM), Master of Hospitality Management (MHM), Master of Finance and Control (MFC), Master of Business Administration (MBA) and Master of Business Administration in Global Leadership and Management (MBA in GLM), Master of Business Administration in Information Technology (MBA IT), Master of Business Administration - Finance (MBA-F), Master of Business Administration in Corporate Leadership (MBA-CL), Master of Business Administration in Marketing (MBA - M), Master of Adventure Tourism Studies (MATS), The FOM also offers Master of Philosophy (M. Phil.) in Management, Master of Philosophy (M. Phil.) in Public Administration leading to a Degree of Doctor of Philosophy (Ph. D.).

FOM's GOALS

- Prepare professional managers capable of handling business in a dynamic global environment.
- Produce socially responsible and creative entrepreneurs capable of promoting business and industry for the socio-economic development of Nepal.
- Conduct research and management development programs for updating the knowledge and skills in academia and corporate world.
- Innovate and promote management programs catering to the needs of various social and economic sectors of Nepal.
- Establish linkages with leading universities and management institutes abroad and collaborate with them in development programs and their implementation in the work place.

BACHELOR OF BUSINESS MANAGEMENT (BBM) PROGRAM

The BBM program of Faculty of Management, Tribhuvan University is an industry based management course that prepares the students to develop critical and analytical skills with in-depth knowledge about different aspects of business. It nurtures skills like entrepreneurship, interpersonal skills, leadership skills that help the graduates in getting better job opportunities and career development. It is, therefore, designed for aspiring business leaders and managers of the future. The BBM graduates are equipped with the necessary knowledge, skills and self-confidence to assist in effective and successful management, within constantly changing and highly competitive national and global business environment. This course has been designed with the objective of producing middle-level managerial manpower in the sectoral areas.

Program Objectives

The program is designed with the following objectives:

- Develop students' skills in creative thinking, decision making, leadership, communication, and gain understanding of operations and change.
- Develop students' understanding of entrepreneurship and innovation, and effective management of business operations in a dynamic business environment.
- Prepare students for professional life to work as business manager and entrepreneur.

ELIGIBILITY CONDITION FOR ADMISSION

Students applying for admission to the BBM program must have

- Successfully completed twelve-year schooling or its equivalent from any university, board or institution recognized by Tribhuvan University.
- Minimum D+ grade in each subject of grade 11 and 12 with CGPA 1.80 or more / Secured at least second division in the 10+2, PCL or equivalent program; and
- Complied with all the application procedure.

ADMISSION CRITERIA

Written Test:

Eligible applicants are required to appear in the entrance test commonly known as Central Management Admission Test (CMAT) conducted by the Faculty of Management. The test will follow the international testing pattern and standards. It includes the areas like:

Verbal ability

Quantitative ability

Logical reasoning

General awareness

There shall be altogether one hundred (100) objective questions in the CMAT containing twenty (25) questions in each section with a total weight of 100 marks. Student must secure a minimum of 40% in the CMAT in order to qualify for the interview.

Interview

Applicants securing above cut off point marks in the CMAT will be short-listed. Only short listed candidates will be interviewed and selected for admission.

TEACHING PEDAGOGY

The BBM program is based on the student-centered learning approach. The general teaching methodology of the program includes interactive lectures, students' presentations, case studies, and projects. The teaching faculty shall determine the appropriate teaching-learning methods suitable for each course.

SEMINAR AND PRACTICUM

Seminar and Practicum may conduct in accordance to guideline and evaluation criteria strictly follow as per direction mentioned in guidelines.

PROJECT AND REPORT WRITING OR INTERNSHIP

A student is required to undertake a research assignment and prepare a Research Project Report at the end of the eight semester. The concerned colleges shall assign a faculty member to supervise the research work. The research work/ internship report must be presented in the format as prescribed by FOM. The evaluation of the project work/report shall be based on the following two components:

Written Report:	70 %
Presentation:	30%

FOM shall conduct the written report evaluation and report presentation through independent external evaluator(s). The concerned college shall organize the student's presentation of the project report in a seminar format.

In lieu of Project and Report Writing students shall be attached to organizations where they have to work for a period of eight weeks. Each student shall prepare an individual project report in the prescribed format based on his / her work in the respective organization assigned to him / her. Evaluation of the internship shall be based on the confidential report by the organization, project report and presentation of the report. The report must be submitted by the end of the eighth semester. Students must secure a minimum grade of "C" in the internship. The internship carries a weight equivalent to 6 credit hours. The evaluation of the Internship shall be based on the following three components:

Organizational Evaluation	25%
Written Report:	50 %
Presentation:	25%

ATTENDANCE

The BBM program is an intensive professional program. This program demands a very high level of commitment from students. Students are required to attend regularly all classes and presentations as required by the course. Students failing to attend 80 % of classes shall not be allowed to appear in the semester-end examinations.

EXAMINATION AND EVALUATION

The performance of students will be evaluated through ongoing in-semester evaluations and semester-end examinations. The FOM shall have the final authority in conducting, evaluating and awarding grades in semester-end examinations. The course facilitator (instructor) shall decide the grades in the in-semester evaluations.

IN-SEMESTER EVALUATIONS

The in-semester (internal) evaluation shall generally have a total weight of 40 percent in each course. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must secure a minimum Grade Point Average (GPA) of 2.0 or Grade C in a course in order to be eligible to appear in the semester-end examination of that course. The in-semester evaluations will be based on the following components.

SEMESTER-END EXAMINATIONS

The semester-end examinations on course work related subjects shall have a total weight of 60 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by the courses. The duration of the examination shall be 3 hours for theory courses. Courses having practical components shall have two hour practical examinations.

In-semester Evaluation: 40 Marks	
Evaluation Activities	Weight in %
In-semester pre-board Examination	40
Class-room activities (Class presentations, case analysis, group works etc)	30
Projects and Assignments	20
Class Attendance and discipline	10
Total	100 %

PASSING GRADE AND GRADING SYSTEM

The grading system followed in the BBM program will be based on the absolute performance of a student in the in-semester evaluation and semester-end examinations. The performance of a student in the program shall be made on a four point scale. The final evaluation of students is done through the

examination conducted by Tribhuvan University. Students must secure a minimum of grade ‘B’ or Grade Point Average (GPA) of 3.0 in the in-semester evaluation in order to qualify to appear in the semester examination.

The grading system of semester examination shall be as follows:

Letter Grade	Cumulative Grade Point Average (CGPA)	Marks Obtained in Percent	Divisions / Remarks
A	4.00	90 - 100	Distinction
A-	3.70 - 3.99	80 - 89.9	Very Good
B+	3.30 - 3.69	70 - 79.9	First Division
B	3.00 - 3.29	60 - 69.9	Second Division
B-	2.70 - 2.99	50 - 59.9	Pass in Individual Subject
F	Below 2.70	Below 50	Fail

NORMAL AND MAXIMUM DURATION OF STUDY

The normal duration and the maximum duration for the completion of the requirements for the various programs are as follows:

Normal duration	48 months (8 semesters)
Maximum duration	96 months (16 semesters)

MAKE UP/RETAKE EXAM

Make up/Retake examination shall be conducted as per the semester guidelines

GRADUATION REQUIREMENTS

The BBM program extends over eight semesters (four academic years). The BBM degree is awarded upon its successful completion of all the following requirements specified by the curriculum.

- The successful completion of 120 credit hours as prescribed with a minimum of passing grade in all courses with CGPA of 3.00.
- A minimum of grade ‘B’ obtained in the Project Report Writing or Internship.
- Completed all the course requirements as specified in the curricular structure section within the maximum time period specified in the normal and maximum duration of the study section.

Credit Transfers and Withdrawal

The program allows students to transfer the credits earned by them in similar program of other universities recognized by Tribhuvan University. A student who has partially completed the BIM program and would like to discontinue his / her studies shall also be allowed to withdraw from the program. In such cases, a certificate specifying the credit earned by the student in the program shall be provided.

Curricular Structure

The BBM program is based on semester system. It is a 4 year program spread over eight semesters, each semester constitute of 16 weeks of intensive study. The program covers 120 credit hours. The curricular structure has business tool courses, business foundation courses, focus area courses and elective area courses.

Code	Course	Credit Hours
Business tool courses: 36 Credit hours		
(Each course constitute of 3 credit hours)		
ECO 203	Microeconomics for Business	3
ECO 204	Macroeconomics for Business	2
ECO 205	Seminar on Contemporary Issues of Macro Economics	1
ENG 201	English- I	3
ENG 202	English -II	3
ENG 203	Business Communications	3
MTH 201	Business Mathematics I	3
MTH 202	Business Mathematics -II	3
PSY 202	Psychology	3
RCH 201	Business Research Methods	3
SOC 203	Sociology for Business Management	3
SOC 204	Nepalese History and Politics	3
STT 201	Business Statistics	3
Business foundation courses: 54 Credit hours		
ACC 201	Financial Accounting	3
ACC 202	Cost & Management Accounting	3
ACC 204	Taxation and Auditing	3
FIN 206	Fundamentals of Finance	3
FIN 207	Financial Management	3
FIN 208	Financial Markets & Services	3
IT 204	E-commerce	3
IT 232	Database Management System	3
MGT 231	Foundation of Business Management	3
MGT 234	Legal Environment for Business in Nepal	3
MGT 205	Operations Management	3
MGT 237	Entrepreneurship & Business Resource Mapping	2
MGT 238	Practicum on Business Plan	1
MGT 240	Strategic Management	3
MGT 232	Leadership and Organizational Behavior	2
MGT 233	Seminar on Leadership & Organizational Behavior	1
MGT 237	Entrepreneurship & Business Resource Mapping	2

MGT 238	Practicum on Business Plan	1
MGT 239	Business Ethics and Corporate Governance	3
MGT 234	Legal Environment for Business in Nepal	3
MKT 201	Fundamentals of Marketing	3
Focus Area Courses: 15 Credit hours		
Focus Area: Bank Operations and Cooperative Management (5 Courses)		
BNK 211	Banking Law	3
BNK 212	Wholesale and Retail Banking	3
BNK 214	Commercial Banking Operations	3
BNK 215	Capital and Money Markets	3
BNK 216	Treasury Management	3
BNK 217	Cooperative Management	3
BNK 218	Micro Finance and Rural Banking	3
BNK 219	Investment Banking	3
BNK 220	Security Analysis and Profit Management	3
Focus Area: Sales and Marketing (5 Courses)		
MKM 201	Consumer Behavior	3
MKM 214	Sales Force Management	3
MKM 209	Retail Marketing	3
MKM 215	Industrial Marketing	3
MKM 216	Rural Marketing	3
MKM 212	Branding	3
MKM 211	Internet Marketing	3
MKM 204	Services Marketing	3
MKT 217	Fundamentals of Advertising	
MKM 210	Marketing Research	3
Focus Area: Insurance and Risk Management (5 Courses)		
INS 219	Fundamentals of Risk and Insurance	3
ISN 212	Insurance Broking and Bancassurance	3
INS 220	Property Risk Management	3
ISN 214	Commercial Liability Risk Management	3
INS 221	Life Insurance	3
INS 222	Nonlife Insurance	3
ISN 217	Global Trade and Marine Insurance	3

ISN 218	Micro Insurance	3
BNK 202	Financial Derivatives	3
Focus Area: Entrepreneurship and Enterprise Development (5 Courses)		
MEM 205	Social Entrepreneurship	3
EED 218	Small Business Planning & Management	3
EED 219	Innovation and Technology Management	3
EED 214	Entrepreneurial Marketing	3
EED 220	Micro-finance & Cooperatives	3
EED 221	Project Planning & Management	3
EED 222	Design Thinking & Entrepreneurial Skills Management	3
Focus Area Accounting		
ACS 201	Taxation in Nepal	3
ACS 202	Accounting for Banking	3
ACS 203	Corporate Accounting	3
ACS 204	Budgeting	3
ACS 205	Corporate Auditing	3
ACS 206	Accounting for Business	3
ACS 207	Accounting for Insurance	3
ACS 208	Accounting for Financial Analysis	3
Electives: 9 Credit hours (Three Courses)		
ELE 221	Emerging Global Business Issues	3
ELE 223:	Management of Foreign Trade	3
ELE 224	Organizational Development and Change	3
ELE 225	Budgeting and Financial Forecasting	3
ELE 226:	Event Management	3
ELE 227	Service Operations Management	3
ELE 228	Labor Relations Management	3
ELE 242	Negotiation Skills	3
ELE 243	Real estate Management	3
MGT 350	Internship Or	6 Credit hours
PRJ 351	Summer Project	

Course Cycle		
	Semester I:	15 Cr
ECO 203	Microeconomics for Business	3
ENG 201	English- I	3
MGT 231	Foundation of Business Management	3
MTH 201	Business Mathematics I	3
SOC 203	Sociology for Business Management	3
	Semester II:	15 Credit Hours
ACC 201	Financial Accounting	3
ECO 204	Macroeconomics for Business	2
ECO 205	Seminar on Contemporary Issues of Macro Economics	1
ENG 202	English -II	3
MTH 202	Business Mathematics -II	3
MGT 232	Leadership and Organizational Behavior	2
MGT 233	Seminar on Leadership & Organizational Behavior	1
	Semester III:	15 Credit Hours
ACC 202	Cost & Management Accounting	3
ENG 203	Business Communication	3
FIN 206	Fundamentals of Finance	3
SOC 204	Nepalese History and Politics	3
STT 201	Business Statistics	3
	Semester IV	15 Credit Hours
MGT 234	Legal Environment for Business in Nepal	3
FIN 207	Financial Management	3
PSY 202	Psychology	3
ACC 204	Taxation and Auditing	3
RCH 201	Business Research Methods	3
	Semester V	15 Credit Hours
9 Page		

MKT 201	Fundamentals of Marketing	3
MGT 205	Operations Management	3
FIN 208	Financial Markets & Services	3
IT 231	IT and Application	3
	Focus Area Course I	3
	Semester VI:	12Credit Hours
IT 232	Database Management System	3
MGT 236	Business Environment	3
MGT 237	Entrepreneurship & Business Resource Mapping	2
MGT 238	Practicum on Business Plan	1
	Focus Area Course II	3
	Semester VII	15 Credit Hours
	Elective Course I	3
	Focus Area Course III	3
	Focus Area Course IV	3
IT 204	E-commerce	3
MGT 239	Business Ethics and Corporate Governance	3
	Semester VIII	18 Credit Hours
MGT 240	Strategic Management	3
	Elective Course II	3
	Elective Course III	3
	Focus Area Course V	3
	Project Report Writing/ Internship with Report	6

MATTERS NOT MENTIONED

The FOM shall have the final authority to decide any other matters and issues not mentioned in the aforementioned clauses.

Business Tools course.

ECO 203: Microeconomics for Business

(BBM)

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to develop students' understanding of the microeconomic concepts and theories in order to enhance their skill in analyzing business opportunities and markets for efficient use of resources.

Course Description

This course comprises fundamentals of microeconomics, analysis of demand, supply and market efficiency, theory of consumer's behavior, production and cost analysis, pricing theory and practices and market for resources.

Course Learning Outcomes

By the completion of the course students will be able to:

- Describe the nature of microeconomics and its use in business and also understand basic principles of economics.
- Use the demand and supply as the basic tools of market equilibrium and efficiency.
- Measure elasticity of demand and supply and use price elasticity of demand in business decision making.
- Derive the demand curve for normal goods by analyzing the consumer's behavior in both cardinal and ordinal approach.
- Explain the production functions and determine optimal combination of inputs and also examine the behavior of short-run and long-run cost and cost curves.
- Explain market structures, determine profit maximizing price of the products in those market and explain the pricing of real practices.
- Describe the pricing of resources.

Course Details

Unit 1: Fundamentals of Microeconomics

5LHs

Microeconomics: concept and scope; Microeconomics in business decisions: nature and uses; Basic principles of economics: how people make decisions, how people interact and how the economy as a whole works.

Unit 2: Analysis of Demand, Supply and Market Efficiency

12LHs

Demand function: concept and types, movement and shifts in demand curve; Supply function: concept and types, movement and shifts in supply curve; Market equilibrium; Effect of changes in demand and supply on market equilibrium; Effect of government policy (Tax, subsidy and price control) on market equilibrium; Market efficiency: concepts and measurement (by consumer's surplus and producer's surplus); Price elasticity of demand: concept and calculation; Price elasticity of demand in demand curve; Relationship between revenue and price elasticity; Uses of price elasticity of demand in business decision making; Concept of income elasticity of demand, cross elasticity of demand, advertisement elasticity of demand and elasticity of supply.

Unit 3: Theory of Consumer's Behavior**4LHs**

Cardinal approach: assumptions, consumer's equilibrium and derivation of demand curve; Ordinal approach: concept, assumptions and properties of indifference curve; Marginal rate of substitution; Price line; Consumer's equilibrium; Price effect and derivation of demand curve for normal goods

Unit 4: Production and Cost Analysis**11LHs**

Production function: concept and types; Optimal employment of one variable inputs; Isoquants: assumptions, MRTS, properties and isocost line, optimal employment of two variable inputs; Laws of returns to scale; Cobb-Douglas production function; Cost function: concepts, implicit cost and explicit cost, accounting cost and economic cost, opportunity cost; Behavior of short-run costs and cost curves; Derivation of long-run average and marginal cost curves; Economies and diseconomies of scale; Relation between average cost and marginal cost

Unit 5: Pricing Theory and Practices**10LHs**

Market structure: concept and characteristics; Profit maximization goal of firm; Price and output determination under perfect competition: short-run and long-run equilibrium, Derivation of short run supply curve of a firm and industry; Price and output determination under monopoly: short-run and long-run equilibrium; Price and output determination under monopolistic competition: short-run and long-run equilibrium; Pricing practices: price discrimination, cost plus pricing, incremental cost pricing and two-part tariffs

Unit 6: Markets for Resources**6 LHs**

Wage determination: competitive labor market, Three union models, The minimum-wage controversy, Wage differentials and Pay for performance; Interest rate differentials; Economic rent and its determination; Profit: business profit and economic profit

Basic Book

McConnell, C.R., Brue, S.L. and Flynn, S.M., *Economics: Principles, Problems and Policies*, New Delhi, McGraw Hill. Latest Edition

References

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

Adhikari, G.M. and Shreshtha, R.G. *Microeconomics for Business*, Kathmandu: KEC Publications, Latest Edition.

Case, K. E. and Fair, R.C. *Principles of Economics*, Singapore, Pearson Education. Latest Edition.

Dwivedi D.N., *Microeconomics Theory and Practice*, New Delhi, Tata McGraw Hill. Latest Edition

Koutsoyianis, A., *Modern Microeconomics*, London, Macmillan. Latest Edition

ENG 201: English - I

(BBM)

Credits: 3
Lecture Hours: 48

Course Description

English 201 course focuses on English language and communication skills required for general as well as professional contexts. It encourages students to expand their English vocabulary, improve their reading and writing abilities in English in both social and professional interactions, and learn terminology and skills that they can apply to different communicative purposes. It also seeks to enhance students' cross-cultural understanding by presenting a wide array of ideas from different spheres of human activity, which is of vital importance for success as an executive in management. Reading opinions of thoughtful people is important because we learn about other opinions and ideas in the process and they help shape our ideas and prepare us to become educated citizens who can think and form their own conclusions.

The course has two main components of equal weightage: (50% + 50%)

- I. Core English**
- II. Genres and Disciplines**

Course Objectives and Outcomes

After completing this course, students will be able to:

- read texts written in various disciplines and discourses
- express themselves using varied forms in both speech and writing
- adapt content to purpose, context and audience
- understand and use appropriate style and tone
- conduct general and business communications
- work successfully in a team
- match audience with the purpose and medium of communication
- use presentational and rhetorical techniques for effective communication
- gain disciplinary and interdisciplinary insights

Course Contents

I. Core English

Unit 1.

1. What are you like?
2. Customs and traditions
3. Looking ahead
4. Into the wild
5. Health matters
6. Would you believe it?
7. Traces of the past

Unit 2.

8. The big issues
9. It's a crime
10. Buying and selling
11. Entertainment or art
12. A changing world
13. Writing guide
14. Grammar reference

II. Genres and Disciplines

Unit 3

1. New Nepal
2. Shooting an Elephant
3. The Parrot in the Cage
4. Advertise Your Business
5. The Company Man
6. Light My Lucky
7. The Etiquette of Freedom
8. The Rights of Animals

9. Professions for Women

10. The Stronger

11. Here I Love You

Unit 4

12. Girl

13. Popular Mechanics

14. The Fly

15. Jest and Earnest

16. The Hundredth Dove

17. The Lunatic

18. The Clock Tower

19. Beauty

20. All-Pervading Poetry

21. The Allegory of the Cave

22. Not the Non-Existent

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. It is important to discuss what it means to be educated and how great thinkers lead the way for students to become educated through different ideas and opinions. The study of thoughtful writings on different disciplines by experts in their fields should spark discussion and action around topics of societal importance. The method, therefore, is to engage students in a dialogue about the questions and ideas raised in each text by exploring different perspectives, listening to the voices of others, and respectfully sharing their own experiences and thoughts.

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 appropriate writing style. Special credit will be given to originality of expression and depth of thinking,

Prescribed Texts

Gude, Kathy, & Mary Stephens. *Cambridge English Advanced Result: Student's Book with Online Practice*. Oxford UP, 2018.

Lohani, S., compiler & editor. *Visions: A Thematic Anthology*. Kathmandu: Vidyarthi Pustak Bhandar, 2020.

References

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

Larsen-Freeman, Diane, and Marti Anderson. *Techniques and Principles in Language Teaching*. 3rd ed., Oxford UP, 2011.

Klarer, Mario. *An Introduction to Literary Studies*. 3rd ed., Routledge, 2013.

Abrams, M.H., and G.G. Harpham. *A Glossary of Literary Terms*. 11th ed., Cengage Learning, 2014.

Minot, Stephen, and Diane Thiel. *Three Genres: The Writing of Literary Prose, Poems and Plays*. 9th ed., Pearson, 2014.

Harmer, Jeremy. *The Practice of English Language Teaching*. 5th ed., Pearson, 2015.

Pearson Education. *Longman Business English Dictionary*. 2nd ed., Longman, 2018.

Oxford Advanced Learner's Dictionary of Current English. 10th ed., Oxford UP, 2020.

MGT 231: Foundation of Business Management

(BBM)

Credit Hours: 3
Lecture Hours: 48

Course Objectives:

The course aims to impart the knowledge of fundamental management principles and integration of those principles with the real time business situation and managerial activities that they have to perform in future so as to enhance their managerial capability and enable them to apply in the practical field. The course will remain important in the development of the soft skills of the students.

Course Description:

This course covers introduction of the management that covers the concept, functions and roles of a manager and business environment and their analysis for the purpose of business use. It also incorporates major principles of management that covers classical and recent management principles. Similarly it covers some fundamental concepts and philosophies of business ethics and social responsibility. The fundamental functions of a manager has also been incorporated in the course with the Nepalese management practices.

Learning Outcomes:

On completion of this course, the student will be able

- a. To understand the concept of business, management and business management, role and functions of manager and analysis of business environment using porter model.
- b. To understand the unethical behaviour in business and ethical behaviour as well the additional social responsibility of the business.
- c. To know the philosophical aspects of management with the understanding of management culture
- d. To know the functions of a manager and develop skill to apply them in practice.
- e. To communicate, present and play as a role of manager with the development of soft skills.
- f. To understand business management trends and scenario in Nepal

Learning Strategies:

- *Quizzes/ Surprise Test:* Quizzes to be taken individually without prior information. The quizzes is to be taken using objective questions covering the related text chapter materials.
- *Project & Live Projects:* The students should work in team for producing live project report as a part of experiential learning. They should go to the field, collect real time data and develop report. They also should present it in the class within 10 minutes of each group.
- *Case analysis:* The students should submit analysis of the cases provided by the course instructor reflecting the text/ practice related problems, genesis of the problems. It may be presented in class too.

- *Assignments:* The students tend to develop and deliver a presentation of 15 minutes on contemporary issues that are worthy enough. Home assignment in preparation of term paper can be provided.
- *Simulation:* The students need to participate in the activities that are set inside the class room. Course Convenor should provide issues and make practice as in real life situation.
- *Term paper & Thematic review:* The course convenor should provide issues that are importantly raised in the society and ask students to review related articles and develop the theme as the part of term paper and ask them to present in the class.
- *Oral Presentation:* The convenor should provide issues a day before and ask them to speak 5-10 minutes without any supportive materials in the class.

Course Details:

Unit 1: Introduction

6 LHs

Concept of management and business management, the management process, type of managers (general, functional and line managers), basic managerial roles and skills, changing job of managers, management challenges, acquaintance to task and general environment of business and analysis of task environment using Porter model.

Activities: Preparation of company profile focusing task environment and case analysis.

Unit 2: Philosophical Aspects of Management

6 LHs

The classical philosophy (scientific management, administrative management and bureaucratic management), behavioural management philosophy (human relation movement and Hawthorne studies), system and contingency philosophy and emerging issues and challenges in Nepalese business.

Activities: Surfing and finding out the techniques of using these theories in practice and presenting in class.

Unit 3: Business Ethics and Social Responsibility

4 LHs

Ethical issues in management, the roots of unethical behaviour, philosophical approaches to ethics, social responsibility of business and arguments for social responsibility and Friedman doctrine.

Activities: Oral presentation on social and ethical issues in Nepalese business and society and case analysis.

Unit 4: Planning and Decision Making

7 LHs

Planning: Meaning and levels of planning, planning horizons, planning process, meaning and use of single use, standing, contingency and derivative planning, pitfalls and their improvement in planning.

Decision Making: Concept of decision making, process of rational decision making, type of problems and decision making, decision making conditions and styles.

Activities: Simulation and case analysis

Unit 5: Organizational Architecture**7 LHs**

Meaning and concept of organizational structure and architecture, elements of organizational architecture, designing structure: vertical differentiation (Tall Vs. Flat), horizontal differentiation (Functional, multidivisional, geographical and matrix), and integrating mechanisms (formal knowledge network and strategy, coordination and integrating mechanisms), definition and source of authority, responsibility and accountability and creating accountability in business organizations, emerging issues in organization design and architecture, Nepalese practices in organizational structure.

Activities: Project work and case analysis.

Unit 6: Organizational Culture**4 LHs**

Meaning and concept of organizational culture, importance of organizational culture, change and strengthening organizational culture, managing organizational culture during merger, organizational culture in Nepalese organization.

Activities: Term paper on culture after merger and case analysis

Unit 7: Group and Team**4 LHs**

Meaning of team and group, difference between team and group, importance of team in organization, creating effective team, types of group and team, managing team conflict, position of team work in Nepalese organization.

Activities: Simulation and case analysis.

Unit 8: Communication and Control**5 LHs**

Meaning of business communication, communication process, parties involved in communication, communication barriers and their improvement, meaning, process and types of control, essentials of effective control system, control tools and techniques.

Activities: Simulation, oral presentation and case analysis

Unit 9: Business Management Trends and Scenario in Nepal**5 LHs**

Growth of business sector in Nepal, major industries in Nepal – manufacturing, export – oriented, import- substitution, and service sector, existing management and business practices in Nepalese business, major problems of Nepalese business

Activities: Live project and presentation

Reading Materials:

Charles W. L. Hill & Steven L. McShane (2008). *Principles of Management*. Irwin: McGraw-Hill.

Stephen P. Robins & David A. Decenzo (2008). *Fundamentals of Management*. Delhi: Pearson Education Inc.

Ricky W. Griffin (2012). *Management Principles and Applications*. New Delhi: CENGAGE Learning

Chalise, M. & Gautam, P. K. (2021). *Principles of Management*. Kathmandu: KEC Publication and Distributors (P.) Ltd.

MTH 201: Business Mathematics I

(BBM)

Credits:3
Lecture Hours: 48

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, non-linear functions, applications of derivatives, financial mathematics 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, Differentiation and Applications in Marginal Analysis, Derivatives for Economic and Business Applications.

Detailed Course

Unit 1: Straight lines and Functions

6 LHs

Straight lines, Linear functions, Applications: demand, supply, cost, revenue, Elasticity of demand, Supply and income, Budget and cost constraints, Least square method and line of best fit (two variables only), Least square method for time series analysis.

Lab. Work: Introducing Excel, Excel for linear functions.

Unit 2: Simultaneous equations

5 LHs

Simultaneous linear equations, Equilibrium and break-even points, Consumer surplus, Producer surplus and Total surplus, National income and the IS- LM model

Lab. Work: Excel for simultaneous linear equations.

Unit 3: Quadratic Equations

5 LHs

Graphs of Quadratic functions, Quadratic equations, Applications to economics and business;

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 $a/(bx + c)$; Bisection method, Newton-Raphson method for solving nonlinear equations.

Lab. Work: Excel for non-linear functions; Smart math calculator (software): Bisection method, Newton-Raphson method.

Unit 5: Financial mathematics**10 LHs**

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: Limit and Differentiation, Applications of derivatives**12 LHs**

Idea of limit, Limit of algebraic functions at a point and at infinity (basic concept only), Slope of a curve and differentiation, Rules of differentiation (power rule, sum rule, product rule, quotient rule, and chain rule), Differentiation by first principle (algebraic, logarithmic and exponential functions), Differentiation and marginal analysis (marginal cost, marginal revenue and marginal profit), Increasing and decreasing function, Stationary point, Point of inflection, Differentiation of implicit and parametric functions, Economic applications of derivatives for maximum and minimum points, Higher order derivatives (up to 3rd order), Curvature, Elasticity of demand and the derivatives.

Lab. Work: Excel for applications of derivatives.

References

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

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

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.

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

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

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

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

SOC 203: Sociology for Business Management (BBM)

**Credits: 3
Lecture Hours: 48**

Course Overview.

Business administration, business management and business information management have sociological embeddedness. The business leadership, entrepreneurship, business acumen, and corporate success emanate from the social network, social capital and cultural aptitude. This course aims to share some of the key facets of sociological knowledge concerning business administration with graduate students of business administration and management. This course is developed by overlaying sociology with studies on business management.

The key components of this course comprise a basic orientation to sociology as a social science discipline where the core of sociology and sociological perspectives are brought to the fore. Here linkages between Sociology and Management Studies are elaborated. It follows by an exposition to how sociology attempts to unpack and understand 'society' as such and a discussion on how society is composed of. Students will get an opportunity here to be exposed to the debates on consumer behaviour and organizational culture.

Learning Objectives.

The primary objective of this course is to provide students of business administration and management basic orientation to sociological knowledge and insights. This course has the following objectives:

- To encourage students to learn and get benefits from sociological knowledge and perspectives to prepare them as better business leaders and administrators.
- To help students learn fundamentals of social structure in the forms of the family, social institutions, social groups, organizations, corporate houses and the like such that this helps them understand the business dynamics in a better way.
- To train students in Sociology of management and business administration in general and issues like authority, trust, social network, social embeddedness of market, indigenous knowledge management and business application of anthropology, in particular.

Course Details

Unit 1. Introduction to Sociology

8 LHs

- a) Sociology (introduction and broad historical context of its emergence)
- b) The core of sociology
- c) Sociological perspective
- d) Development of sociology as a discipline
- e) The institutional history of sociology in Nepal
- f) Sociology and Management Studies
- g) Business application of anthropology

Required readings

- Giddens, A., Duneier, M., Appelbaum, R.P. & Carr, D. (2018). What is Sociology? in *Introduction to Sociology*, eleventh ed., W.W. Norton & Company, pp. 3-20.
- Mills, C.W. (1959). *The Sociological Imagination*, London: Oxford University Press, (The promise), pp. 3-13.
- Macionis, J. J. (2010). Sociology as a point of view, Chapter 1, in *Sociology*, Thirteenth ed., Prentice Hall: Pearson Education, pp. 4-10.
- Berger, P. & Luckman, T. (1991). The social interaction in everyday life, in *The Social Construction of Reality: A Treatise in Sociology of Knowledge*, Irvington Publisher. pp. 13-30; 43-48.
- Luintel, Youba Raj. (2021). Sociology in Nepal: A brief disciplinary history, in Why Sociology and Anthropology Department at Tribhuvan University had to split? An inside story of political-academic muddling, Gaurab KC and Pranab Kharel (eds.), *Practices of Sociology in Nepal*, Kathmandu: Bajra Publications, pp. 38-45.
- Smith, J.H. (1960). Sociology and Management Studies. *The British Journal of Sociology*, Vol.11, No.2, pp. 103-111.
- Covert, B. & Heilborn, J. (2007). Where did the New Economic Sociology come from? *Theory and Society*, Vol. 36(1), pp. 31-54.
- Pant, D.R. & Alberti, F. (1997). Anthropology and business: reflections on the business applications of cultural anthropology, *Liuc Papers No. 42, Serie Economia e Impresa 11, giugn*, pp. 1-19.

Unit 2. Understanding Society Sociologically

5 LHs

- a) The building blocks of society
- b) How does society shape individuals?
- c) Consumer behavior and organizational culture

Required readings

- Tischler, H. L. (2011). Culture, in *Introduction to Sociology*, tenth ed., Belmont: Wadsworth Publishing, pp. 51- 70.
- Shankar Rao, C. N. (2019). Basic sociological terms: role and status; Social control: social norms and social values, in *Sociology: Principles of Sociology with an Introduction to Sociological Thought*, Chand and Company, pp. xx-xx.
- Macionis, J. J. (2010). Social interaction, Chapter 5, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 102-109.
- Vasavi, A.R. (1996). Co-opting culture: managerialism in age of consumer capitalism. *Economic and Political Weekly*, Vol. 31(21), pp. 22-25.
- Guiso, L., Sapienza, P. & Zingales, L. (2015). Corporate culture, societal culture, and institutions. *The American Economic Review*, Vol.105(5), pp. 336-339.

Unit 3. Social Institutions and Business Acumen

7 LHs

- a) Family (and business)
- b) Economy and work
- c) Power and authority
- d) Religion, business acumen and work ethics

Required readings

- Macionis, John J. (2010), Religion (chapter 13), education (chapter 14) and political and economic systems, Chapters 13-15, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 294- 363.
- Ritzer, G. & Wiedenhof Murphy, W. (2019) Politics and the economy, chapter 15, in *Introduction to Sociology*, fifth ed., Los Angeles: Sage Publication, pp. xx-xx.
- Coleman, J. S. (1984). Introducing social structure into economic analysis. *The American Economic Review*, Vol. 74(2), pp. 84-88.
- Simon, H. A. (1979). Rational decision making in business organizations. *The American Economic Review*, Vol. 69(4), pp. 493- 513.
- Davies, C. (1992). The Protestant Ethic and the comic spirit of capitalism. *The British Journal of Sociology*, Vol. 43(3), pp. 421-442.
- IP, P. K. (2009). Is Confucianism good for business ethics in China? *Journal of Business Ethics*, Vol. 88(3), pp. 463-476.
- Van Buren III, H.J., Sayed J. & Mir, R. (2020). Religion as a macro social force affecting business: concepts, questions, and future research, *Business and Society*, Vol. 59(5), pp. 799-822.

Unit 4. Social Differentiation and Inequality

5 LHs

- a) Social inequality and social stratification
- b) Dimension of social stratification
- c) Theories of social stratification (brief overview)
- d) Class and class division
- e) Gender inequality and women's subordination
- f) Caste, livelihoods and caste hierarchy in Nepal

Required readings

- Haralambos, M., Holborn, M., Chumpman, S. & Moore, S. (2018). Stratification, Class and Inequality, Chapter 1, in *Sociology: Themes and Perspective*, eighth ed., London: Collins Publisher Limited, pp. 21-82.
- Ritzer, G. & Wiedenhof Murphy, W. (2019). Dimension of social stratification, from Chapter 8, in *Introduction to Sociology*, fifth ed. Los Angeles: Sage Publication, pp. 188-197.
- Luintel, Youba R. (2018). Gender and women's subordination, in *Gender and Development: Some Essays*, Kathmandu: Academic Book Center, pp. 1-28.
- Luintel, Youba R. (2018). Caste and the dynamics of change in livelihoods, in *Caste and Society: Changing Dynamism of Inter-Caste Relations in Nepal*, Kathmandu: Academic Book Center, pp. 13-31.
- Luintel, Youba R. (2018). Disposition of contemporary caste hierarchy, in *Caste and Society: Changing Dynamism of Inter-Caste Relations in Nepal*, Kathmandu: Academic Book Center, pp. 69-99.

Unit 5. Groups, Organizations, Bureaucracy and Leadership

7 LHs

- a) Social groups (primary and secondary)
- b) Organizations (type, origin, management, and work organization)
- c) Institutional theories of organizations
- d) Leadership and organizational performance
- e) Corporate governance
- f) The sociology of labor market

Required readings

- Macionis, J. J. (2010). Social groups and organizations, Chapter 6, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 120-137.
- Zucker, L. G. (1987). Institutional theories of organization, *Annual Review of Sociology*, Vol. 13, pp. 443-464.
- Blau, P. M. (1968). The hierarchy of authority in organizations, *American Journal of Sociology*, Vol. 73(4), pp. 453- 467.
- Lieberson, S. & O'Connor, J. F. (1972). Leadership and organizational performance: a study of large corporations, *American Sociological Review*, Vol. 37(2), pp. 117-130.
- Dobson J., Gorospe N., and Jeong S. S. (2017). Third-wave feminism, ethics of care, and corporate governance: The case of gender quotas on corporate boards, *International Handbooks in Business Ethics*, New York: Springer, pp. 283-295.
- Davis, G. F. (2005). New directions in corporate governance, *Annual Review of Sociology*, Vol. 31, pp. 143-162
- Kalleberg, A. L. & Sorensen, A. B. (1979). The sociology of labor markets source, *Annual Review of Sociology*, Vol. 5, pp. 351-379.

Unit 6. Social Change and Transformation

5 LHs

- a) What is social change?
- b) Sources of social change
- c) Modernity and progress
- d) Post-modernity
- e) Globalization and social change
- f) Urban Sociology and the sociology of the city

Required readings

- Macionis, J. J. (2010). Collective behavior and social change, Chapter 18, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 417- 429.
- Tischler, H. L. (2011). Collective behaviour and social change; globalization and social Change, Chapter 18, in *Introduction to Sociology*, tenth ed., Belmont: Wardsworth Publishing, pp. 267- 289.
- Wu, C. (2016). Moving from urban sociology to the sociology of the city, *The American Sociologist*, Vol. 47(1), pp. 102-114.

Unit 7. Social Science Research Method

5 LHs

- a) Basics of sociological investigation
- b) Three ways of doing Sociology (Positivist, Interpretative, and Critical)
- c) Methods of sociological inquiry
- d) Sociological research: processes and procedures
- e) Research ethics
- f) Problem-solving sociology

Required readings

- Tischler, H. L. (2011). Sociological investigation, Chapter 2, in *Introduction to Sociology*, tenth ed., Belmont: Wardsworth Publishing, pp. 29-47.

- Giddens, A., Duneier, M., Appelbaum, R.P. & Carr, D. (2018). Asking and answering sociological questions, in *Introduction to Sociology*, eleventh ed., W.W. Norton & Company, pp. 25-35.
- Prasad, M. (2018). Problem-solving sociology, *Contemporary Sociology*, Vol. 47(4), pp. 393-398.

Unit 8. Sociology of Management and Business Administration

6 LHs

- a) Understanding sociology of management
- b) Price, authority, and trust
- c) Social network analysis and the sociology of economics
- d) Sociology of work, leisure and entrepreneurship

Required readings

- Bradach, J. L. & Eccles, R. G. (1989). Price, authority, and trust: from ideal types to plural forms, *Annual Review of Sociology*, Vol. 15, pp. 97- 118.
- Baker, W. E. (1984). The social structure of a national securities market, *American Journal of Sociology*, Vol. 89(4), pp. 775-811.
- Bögenhold, D. (2013). Social network analysis and the sociology of economics: filling a blind spot with the idea of social embeddedness, *The American Journal of Economics and Sociology*, Vol. 72(2), pp. 293- 318.
- Thornton, P. H. (1999). The sociology of entrepreneurship, *Annual Review of Sociology*, Vol. 25, pp. 19-46

Note: This is a text-based course. It implies that Colleges/Departments offering this course, together with teaching faculties, should compile the reading materials and refer to the texts in the classroom teaching, discussion, assignments and final exam. Every student should have easy access to such a collection and compilation of the reading materials.

Tribhuvan University
Faculty of Management
Office of the Dean



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

August 2022

Business Mathematics - II

(BBM Second Semester)

Credits: 3
Lecture Hours

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 applications of integration in business and economics, linear programming, Solving linear equations by matrix and determinant methods, application of differential equation, applications of difference equations and some numerical methods as well.

Course Description

This course deals on linear inequalities and linear programming, integration and applications in production, first-order differential equations and applications, dynamics of market price, 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.

Course Details

Unit 1: Linear inequalities and linear programming

6 LHs

Linear Inequalities in two variables, Introduction to linear programming problem, Formulation of linear programming problem, Methods of solving linear programming problems: Graphical method, Simplex method (two variables), Duality and standard minimization linear programming problems.

Online: Simplex method

Unit 2: Linear algebra and applications

7 LHs

Introduction to matrices and types of matrices, Operation on matrices: Addition and subtraction of matrices, Scalar multiplication of a matrix, Multiplication of matrices, Transpose of matrix, Determinant of a square matrix, Minors and cofactors of matrix, Singular and non-singular of matrix, Adjoint and inverse matrices, Elementary row operations, Methods of solving linear equations: Cramer's rule, Inverse matrix method (Application of linear equation for solving business and economics related problems), Gauss elimination method and Gauss- Jordan method, Input/output analysis, Technology coefficient matrix, Hawkins-Simon conditions for the viability of the system.

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 3: Integration and applications**8 LHs**

Concept of integration, Techniques of integration (Standard form, substitution method and integration by parts), Integration of algebraic, logarithmic and exponential functions, Methods of evaluating definite integrals, Application of integration in business and economics (including consumers' surplus and producers' surplus), Area under a curve.

Unit 4: Functions of several variables**9 LHs**

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 5: First-order differential equations and applications**9 LHs**

Introduction to differential equation, Order and degree of differential equation, Solution of differential equations, First-order linear differential equations with constant coefficient and constant term, Differential equation for limited and unlimited growth, Dynamics of market price, First order differential equation with variable- coefficient and variable term, Exact differential equations, Nonlinear differential equations of the first order and first degree.

Unit 6: Dynamic economic analysis and Difference equations**9 LHs**

Introduction to difference equations, Solution of first order difference equations (homogeneous and non-homogeneous), Economic applications of first order difference equation: Cobweb model, Lagged Keynesian macroeconomic model, Duopoly price adjustment.

References

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

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

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.

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

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

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

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

English-II

Credits: 3
Lecture Hours: 48

Course Objectives

After completing this course, students will be able to:

- read texts written in various general and other disciplinary discourses;
- describe things and events in English;
- understand and support arguments;
- understand and use appropriate tone and style in writing;
- match audience with the purpose and medium of communication;
- see new angles on a range of academic topics;
- read and write persuasively in English;
- adapt content to purpose, context and audience;
- use appropriate style and tone of writing for general and business purposes;
- develop specific speaking and listening skills;
- work in key areas of English use;
- avoid the most common errors;
- get access to the academic language needed to succeed;
- generate individual ideas and opinions by being exposed to a fresh approach to critical thinking;
- learn language through literature.

Course Description

The English 202 is a course in general English and it takes a two-way approach to improve students' English language proficiency. It seeks to develop their reading and writing skills, their understanding of tone, style, and knowledge of communication methods, along with developing their vocabulary, grammar, listening and speaking, and ability to write general and to some extent professional documents. This course is so planned as to introduce students to methods and techniques of developing their English language and communication skills for general communication, and furthermore to develop their English on a broader level in various areas of thinking and knowledge by being exposed to writings from different genres and disciplines.

The course has two main components of equal weightage:

I. Core English

II. Genres and Disciplines

Course Details

I. Core English 6 LHs

Unit 1.

1. Globalization
2. Education
3. Medicine

Unit 2.

4. Risk
5. Manufacturing
6. Environment

6 LHs

Unit 3.

7. Architecture
8. Energy
9. Art and design
10. Ageing

8 LHs

Unit 4.

13. Writing guide
14. Grammar reference

4 LHs

II. Genres and Disciplines

Unit 1. Short Stories

1. The Empty Drum
2. A Tale
3. Amina
4. The Andhi Khola
5. The Dog of Titwal

6 LHs

Unit 2. Poems

6. New Year
7. In Just-

6 LHs

8. Dream Variations
9. The Brook
10. The Song
11. Now Light Has Come

Unit 3. Plays

3 LHs

12. The Sandbox

Unit 4. Essay

9 LHs

13. On Natural Death
14. A Change of Worlds
15. Hearts of Sorrow
16. Fundamentals of Scientific Management
17. The Green Frog Skin
18. The Right to Control One's Learning
19. The Myth of Sisyphus
20. The Enlightened Mind

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. The method, therefore, is to engage students in a dialogue about the questions and ideas raised in each text by exploring different perspectives, listening to the voices of others, and respectfully sharing their own experiences and thoughts.

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 appropriate writing style. Special credit will be given to originality of expression and depth of thinking. Questions will be given from all the different units.

Prescribed Texts

Sowton, Chris. *Unlock Level 4: Reading and Writing Skills Student's Book*. Cambridge UP, 2014.

Lohani, S.P., comp, & ed. *Voices: A Reader*. Buddha Publication, 2021.

Supplementary Materials

Cambridge Advanced Learner's Dictionary. 4th ed., Cambridge UP, 2020.

Sowton, Chris. *Unlock Level 4: Reading and Writing Skills Student's and Teacher's interactive eBooks*. Cambridge UP, 2014.

Stirling, Johanna. *Unlock Level 4: Reading and Writing Skills Teacher's Book with DVD*. Cambridge UP, 2014.

Abrams, M. H., and G.G. Harpham. *A Glossary of Literary Terms*. 11th ed., Cengage, 2014.

Klarer, Mario. *An Introduction to Literary Studies*. 3rd ed., Routledge, 2013.

Financial Accounting

(BBM Second Semester)

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives

The main objective of this course is to provide in-depth knowledge and understanding of basic principles, concept and practices of financial accounting. This course also aims to develop students' understanding on business transactions, record such transactions in an accounting system and enable them to prepare and analyze the basic financial statements.

Course Description

This course contains conceptual and theoretical foundation of financial accounting; processing and recording business transactions; accrual accounting concept; adjusting entries, closing entries,; preparation of basic financial statements like profit and loss account, balance sheet and cash flow statement and their analysis.

Course Details

Unit 1: Basic Understanding of Financial Accounting 2 LHs

Financial accounting: concept, features, objectives and scope; Book-keeping, accounting and accountancy; Nature of accounting; Qualitative features of accounting information; Users and uses of accounting information: internal users and external users; Elements and components of financial statement; Limitations of financial accounting.

Unit 2: Conceptual Framework of Accounting 3 LHs

GAAP and its features; Basic accounting concepts: the business entity concept, the monetary concept, the going concern concept, the cost concept, the dual aspect concept, the accounting period concept, the realization concept, the accrual concept and the matching concept; Basic accounting conventions: consistency, conservatism, materiality and full disclosure;

Differences between accrual versus cash basis of accounting; Differences between accounting and accountancy;

Accounting standards: meaning, nature, need, significance and classification of accounting standards; Concept of Nepal Accounting Standards (NASs), International Accounting Standards (IASs), Nepal Financial Reporting Standards (NFRSs), International Financial reporting Standards (IFRSs); Disclosures required as per NFRS

Unit 3: Accounting Process

8 LHs

Accounting events of business: concept and types; Accounting equation for analyzing the transactions; Debit and credit and their rules; Recording process of accounting events: journal, ledger, and trial balance. Opening and closing entries: concept and types of closing entries; Adjusting entries: concept and types of adjusting entries; Prepaid and outstanding items; Adjusted trial balance.

Unit 4: Accounting for Cash and Bank Reconciliation Statements

4 LHs

Concept of cash and bank; Types of bank account; Cheques: concept and types, parties to a cheque, honor and dishonor of cheque; Bank Statement: concept and importance; Preparation of bank reconciliation statement.

Unit 5: Accounting for Property, Plant and Equipment

4 LHs

Concept, features and types of property, plant and equipment; Acquisition cost of property, plant and equipment; Depreciation of property, plant and equipment: Straight-line method, diminishing balance method, and unit of activity method; Choice of depreciation method; Disposal of property, plant and equipment; Impact of depreciation on profit measurement; Intangible assets: concept and types; Capital versus Revenue: concept and types.

Unit 6: Basic Financial Statements

18 LHs

Financial statements: concept, objectives and limitations;

Basic Nepal Accounting Standards (NASs): NAS 1: Presentation of financial statements, NAS 2: Inventories, NAS 7: Statement of cash flow, NAS 8: Accounting policies, changes in accounting estimates and errors, NAS 10: Events after reporting period, NAS 16: Property, plant and equipment

Preparation of financial statement under NFRS:

Statement of Profit or Loss (Income Statement): concept, types and components of profit or loss statement

Statement of financial position (Balances Sheet): concept, purpose, components and preparation of classified statement of financial position or balance sheet;

Statement of other comprehensive income: concept, components and preparation of other comprehensive income statement;

Statement of changes in equity: concept, components and preparation of statement of changes in equity.

Cash Flow Statement: Meaning, objectives and limitations of cash flow statement; Contents of cash flow statement; Preparation and interpretation of cash flow statement using balance-sheets of single and two periods under direct and indirect method.

Unit 7: Value Added Statement

3 LHs

Value added: concept and its application; Value added statement: concept, advantages and preparation of value added statement showing value added generated and applied.

Unit 8: Analysis of Financial Statement

6 LHs

Meaning, objectives, need and importance of financial statement analysis; Types of financial statement analysis: Horizontal, vertical and trend analysis, comparative and common size statement analysis and their application.

Ratio analysis: Concept, uses, importance and limitations of ratio analysis; Types, computations and interpretations of: liquidity (current ratio and quick ratio), capital structure (debt-equity ratio, debt to total capital ratio, interest coverage ratio and debt coverage ratio), efficiency (stock turnover ratio, receivable turnover ratio including collection period, payable turnover ratio including payable period, total assets turnover ratio, capital employed turnover ratio), profitability (gross profit ratio, net profit ratio, operating ratio, return on equity, return on total assets and return on common shareholders equity) and earning evaluation ratios (EPS, DPS and price-earnings ratio) for evaluating the financial performance of the business.

Suggested Readings

Accounting Standards Board, (2018). Nepal Financial Reporting Standards Kathmandu: ASB.
Greunung & Keen, (2000). International Accounting Standards. A Practical Guide, USA: World Bank

Narayanaswamy. R. *Financial Accounting: A Managerial Perspective (Fourth Edition)*. New Delhi: PHI Learning Private Limited.

NFRS (2014). Nepal Accounting Standards. Kathmandu: ASB.

Porter. G. & Norton, C. L. *Introduction to Financial Accounting (8th Edition)*. Delhi: Cengage Learning India Private Limited.

Leadership and Organizational Behavior

(BBM 2nd Semester)

Full Marks: 100

Credit Hours: 2
Lecture Hours 32

Course objectives

The objectives of this course are to introduce the basic concepts of Organizational Behavior and Leadership. It also aims to enhance the knowledge and approaches of OB and Leadership and develop students' skills to handle tactfully emerging OB challenges and issues and to provide students with an in-depth understanding of fundamental concept and understanding of organizational behavior and leadership.

Learning Outcomes

Upon successful completion of this course, the students will be able to;

- Develop basic understanding of organizational behavior
- Apply different dimensions of organizational behavior in organizational system and procedures
- Understand the importance and basic concepts of leadership
- Know the issues and approaches of leadership and their importance for organizational success

Learning Strategies

The faculty member / course instructor strictly follow the following learning strategies while teaching to the student

- **Quizzes/ Surprise Test:** Quizzes to be taken individually without prior information. The quizzes is to be taken using objective questions covering the related text chapter materials.
- **Project & Live Projects:** The students should work in team for producing live project report as a part of experiential learning. They should go to the field, collect real time data and develop report. They also should present it in the class within 10 minutes of each group.
- **Case analysis:** The students should submit analysis of the cases provided by the course instructor reflecting the text/ practice related problems, genesis of the problems. It may be presented in the class room.
- **Assignments:** The students tend to develop and deliver a presentation of 15 minutes on contemporary issues that are worthy enough. Home assignment in preparation of term paper can be provided.
- **Simulation:** The students need to participate in the activities that are set inside the class room. Course Convenor should provide issues and make practice as in real life situation.
- **Term paper & Thematic review:** The Course Convenor should provide issues that are importantly raised in the society and ask students to review related articles and develop the theme as the part of term paper and ask them to present in the class.
- **Oral Presentation:** The Convenor should provide issues a day before and ask them to speak 5-10 minutes without any supportive materials in the class

Course Description

This course contains Introduction to Human Resource Management, Human Resource Planning, Job Design and Analysis, Recruitment, Selection and Socialization, Training and Development, Motivation, Performance Appraisal and Reward Management, Employees Health & Safety and

Grievances handling. Similarly, the course contains Introduction, Understanding Individual Behavior, Perception, Individual Decision Making and Learning in Organizations and Personality, Motivation, Job Satisfaction and Stress Management, Conflict and Organizational Change.

Course Details

Unit 1: Introduction

6 LHs

Concept of organizational behavior; Levels of OB analysis; Organizational behavior system; Basic assumptions of organizational behavior; Contributing disciplines to the field of organizational behavior; Individual behavior as an input-output system; Mental process: beliefs, attitudes, values, needs, motives and behavior; Emotions and Cognitive dissonance; New challenges for manager in OB.

Unit 2: Perception and Learning

4 LHS

Concept of perception; Perceptual process; Factors affecting perception; Attribution theory; Attribution errors; Perception and individual decision making; Concept and principles of learning; Learning theories: cognitive learning and social learning; Behavior modification.

Unit 3: Personality and Job satisfaction

4 LHs

Concept and types of personality; Personality traits and characteristics; Determinants of personality; Emotions and personality; Major personality attributes influencing organizational behavior; Concept and importance of job satisfaction; Measuring job satisfaction; Effects of job satisfaction on employees' performance.

Unit 5: Organizational Conflict and Stress

3 LHs

Conflict: concept, nature, and types; Sources of conflict; Approaches to conflict management; Resolving conflict through negotiation; Functional and dysfunctional conflicts; Organizational stress: concept, causes and managing stress.

Unit 6: Organizational Change and Development

3 LHs

Concept and forces of change; Resistance to change; Approaches to managing organizational change: Lewin's three steps model; Organizational development (OD): concept and features of OD.

Unit 7: Introduction to leadership

4 LHs

Understanding leaders and leadership; Leaders and managers; leadership effectiveness; Attributes of effective leaders; Developing leadership skills; Pre-requisites of organizational leaders; Leadership taxonomy; Current issues in leadership.

Unit 8: Theories of effective leadership & Contemporary Leadership Styles

6 LHs

Contingencies Theories: Fiedler's contingency theory, Cognitive resource theory, Path goal theory, Situational leadership theory and Multiple linkage model; Contemporary leadership styles: Transactional leadership, Transformational leadership, Charismatic leadership, Value-based leadership, Spiritual and servant leadership, Boundary spanning & team leadership.

Unit 9: Leadership Behavior and Leadership Development

2 LHs

Concept of leader behaviors: supportive, directive, participative; Professional development to leaders: coaching, mentoring, counselling; Leadership development mechanisms: recruitment, training & learning, delegation, mentoring, experiential learning, 360-degree appraisal.

Suggested Readings

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

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

Newstorm, J.W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw_Hill Publishing company.

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

Halder, U.K , *Leadership and Team Building*, Oxford University Press New Delhi, India

Chalise,M & Gautam,P, *Leadership and Organizational Behavior* , KEC Publication, Kathmandu, Nepal

Macroeconomics for Business

BBM 2nd year

Credit: 2
Lecture Hours: 32

Course Objective

This course aims to develop students' understanding of the macroeconomic theories, issues, and policies to enhance their skills in analyzing the economic environment for business.

Course Description

This course comprises an introduction to macroeconomics, national income accounting, consumption, saving and investment, Income determination models: classical, Keynesian, and IS-LM models, macroeconomic issues, and policies.

Course Learning Outcomes

By the completion of the course students will be able to:

- Explain the nature of macroeconomics and the circular flow of income and expenditure and assess the relationship between macroeconomics and the economic environment for business.
- Explain the concepts of national accounts and measure GDP.
- Derive consumption function, saving function, investment function, investment multiplier, government expenditure multiplier, tax multiplier, and foreign trade multiplier.
- Determine the equilibrium level of income and employment in Classical, Keynesian, and IS-LM models.
- Discuss macroeconomic issues.
- Describe monetary policy and fiscal policy and explore the effect of change in monetary policy and fiscal policy on the national economy.

Course Details

Unit 1: Introduction to Macroeconomics

3 LHs

Macroeconomics: concept and scope, Relationship between macroeconomics and economic environment for business; Circular flow of income and expenditure in a closed and open economy.

Unit 2: National Income Accounting

5 LHs

National income accounting: concepts; GDP: concepts and measurement; Other national accounts: NDP, GNP, NNP, NI, PI, GNDI, DI and per capita income, Nominal GDP, Real GDP, price indexes, and inflation.

Unit 3: Consumption, Saving, and Investment

4 LHs

Consumption function: concept, technical attributes, and determinants; Saving function: concept, technical attributes, and determinants; Investment function: concept and types, concept of MEC and investment demand curve, investment function, and determinants of investment.

Unit 4: Theories of Employment and Income Determination

10 LHs

Classical theory of employment; Keynesian model of income determination in a closed and open economy; Multiplier: investment multiplier, fiscal multipliers (tax multiplier,

government expenditure multiplier), and foreign trade multiplier; Paradox of thrift; IS-LM Model of Income Determination: derivation of IS and LM curves, determination of equilibrium income, Effects of monetary and fiscal policies on equilibrium income.

Unit 5: Macroeconomic Issues and Policies

10 LHs

Inflation: concept and computation, demand-pull and cost-push inflation, effects; Concept of deflation and stagflation; Unemployment: concept and types, costs of unemployment; Business cycles: concept, and phases. Money supply: concepts; Balance of payments: concepts and components, Exchange rate: concept and types; Concepts of economic growth and development; Monetary policy: concepts, types, instruments, and goals, Fiscal policy: concepts, methods, instruments, and goals;

Basic Books

Abel, A.B. and Bernanke, B.S. **Macroeconomics**, Singapore, Pearson Education. Latest Edition
Dwivedi, D. N. **Macroeconomics: Theory and Policy**, New Delhi, Tata McGraw Hill Education. Latest Edition

References

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

Shrestha, R.G. and Adhikari, G.M. **Macroeconomics for Business: Text, and Cases, Kathmandu, KEC Publication. 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, ADB, OECD and So on.

Seminar on Contemporary Issue of Macroeconomics

BBM-II

Credit: 1

Lecture Hours: 16

Course Objective

The purpose of this course is to provide practical exposure to contemporary macroeconomic issues and policies from global and Nepalese perspectives through seminar paper presentations so that students can assess the macroeconomic effect on business.

Course Description

This course focuses on the concept and methods of seminar paper presentation on one side and the other side, it comprises recent situation, growth, and trends of the global and national economy in the area of inflation, monetary policy, government budget, national accounts, foreign employment, foreign direct investment, financial inclusion, public-private partnership, and fiscal federalism.

Course Learning Outcomes

By the completion of the course students will be able to:

- Get the skills to develop a seminar paper and present it
- Describe monetary policy, fiscal policy, and inflation of Nepal and explore the effect on business
- Analyze and present the national accounts of Nepal
- Discuss privatization, economic liberalization, foreign employment, foreign direct investment, financial inclusion, public-private partnership, and fiscal federalism in Nepal
- Assess the effect of the global economy on business

Learning strategies

- The student will extensively review the conceptual paper/ theoretical paper/research paper based on theoretical and empirical review
- Students need to prepare the paper with the close guidance of a Faculty member/course instructor
- Faculty member reviews and accepts or advises on the revision of the review-based paper
- Upon completion of the review paper, the student submits a final review paper to the faculty member at the department/campus
- Student should appear in a seminar (presentation of review paper) that will be evaluated by concerned faculty members and other experts.
- Faculty members and experts jointly award the grades.

Course Contents

1. Theoretical Orientation

7 LHs

Concept of the seminar, webinar, workshop, symposium, conference, and training; Seminar paper and its structure; Procedure for article searching, article reading, drawing materials for a seminar paper, seminar paper writing, and seminar paper presentations; Introduction to issues/theme of seminar and concept of the thematic review

2. Development and Presentation of Paper

9LHs

The faculty member/course instructor will give contemporary macroeconomic issues from a global and Nepalese perspective. Students will review several related articles/papers on given issues and develop the slides for presentation and thematic paper as the outcome of the seminar.

Evaluation

A student is required to undertake a review-based research assignment and prepare a seminar paper at the end of the session. The seminar paper must be presented in the format as prescribed by the concerned faculty/ course instructor. Evaluation of the seminar paper and presentation shall be based on the following bases:

- Written Report (Seminar paper): 70 %
- Presentation: 30%

Issues/Themes Elaboration

- Inflation of Nepal
- Monetary policy of Nepal
- Government budget of Nepal
- National accounts of Nepal
- Private and economic liberalization
- Foreign employment and remittance in Nepal
- Foreign direct investment in Nepal
- Financial inclusion in Nepal
- Public-private partnership in Nepal
- Fiscal federalism in Nepal
- Growth and trends of the global economy

Faculty member/course instructor can assign topics of contemporary economic issues other than those above.

References

Monetary policy of Nepal Rastra Bank, Budget of the government of Nepal, National Accounts published by Central Bureau of Statistics, Publications of World Bank, ADB, IMF, articles, critical books, and reports published by national and international organizations/ researchers on contemporary economic issues.

Seminar on Leadership & Organizational Behavior

(BBM 2nd Semester)

Credits: 1

Lecture Hours: 16

Course Description and Objective

This course aims to help the students to acquire in-depth knowledge of the literatures of leadership and organizational behavior mainly, theory and empirical evidences and to give the students practical experience by conducting a review based research project in emerging issues.

The emphasis of this course will be on recent contributions to theory and practice of leadership & OB within Nepal and globe. The course will cover articles, dissertation, project work, books etc. published in the areas of leadership & OB.

Learning Outcomes

On successful completion of this course, students will be able to:

- Familiarize with theory and empirical evidences of nature of leadership & OB practices in contemporary organization;
- Examine theories and empirical evidences on leadership & OB and enhance their abilities; in conducting research in the areas
- Understanding the emerging issues of leadership and OB and contextualize in the Nepalese settings
- Aware the theories and research results in the area of leadership and OB;
- Impart the knowledge of theory, empirical evidences and applications in the issues of leadership and OB
- Develop review based paper as outcome of seminar in the different areas of leadership & OB

Learning strategies

- The student will extensively review the conceptual paper/ theoretical paper / research paper on the basis of theoretical and empirical review
- Students need to prepare the paper with the close guidance of concerned teacher / course convener/faculty member
- Faculty member reviews and accepts or advises for revision of the review based paper
- Upon completion of review paper the student submits a final review paper to the faculty member at the department/campus
- Student should appear in seminar (presentation of review paper) that will be evaluated by concerned faculty member and other experts.
- Faculty member and expert jointly award the grades.

Seminar operationalization

- **Theoretical orientation**

6 LHs

Introduction to workshop module (Article searching, article reading, drawing materials for seminar paper for presentation)

Introduction to issues/theme of seminar and concept of thematic review

- **Implementation of seminar** **6 HRs**
- **Thematic Review/ Development & presentation of paper** **4 HRs**

Faculty member/course instructor may give issues related to OB and leadership. Students should review number of related articles/papers on given issues and develop the slides for presentation and thematic paper as outcome of seminar.

Evaluation

A student is required to undertake a review based research assignment and prepare a seminar paper at the end of the session. The seminar paper must be presented in the format as prescribed by concerned faculty/ course instructor. Evaluation of the seminar paper & presentation shall be based on the following bases:

- Written Report (Seminar paper): 70 %
- Presentation: 30%

Content/ issues elaboration

Project report/review paper is the final output of the seminar in leadership and OB course. The following contents will be

- a) Contemporary issues of Leadership and OB
- b) New challenges for managers in OB
- c) Effects of job satisfaction on employee's performance
- d) Current issues in leadership and OB
- e) Conflict management in organization
- f) Transformational leadership and employee's performance
- g) Leadership development programs in Nepalese organization
- h) Culture & ethnic differences
- i) Workforce diversity and diversity management
- j) Others

References

Articles, critical books, seminar papers, and dissertations, published internationally, regionally and locally in the area of management.

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
BBM (Bachelor of Business Management) 3rd Semester

March 2023

ACC 202: Cost and Management Accounting

BBM 3rd Semester

Credits: 3

Lecture Hours: 48

Course Objectives

The objectives of the course are to provide the students with in-depth knowledge of cost and management accounting in order to enable them to develop, arrange and classify cost information required for decision making for maximizing the profit. The course further aims at developing a sound base for higher study in accounting besides in practical knowledge required by the middle level managers to handle cost information independently.

Course Description

This course contains conceptual and theoretical foundation of cost and management accounting ; It also comprises classification and segregation of cost, accounting for material and labour, allocation, apportionment and absorption of overhead cost, costing in different situations such as service costing, income statement under variable and absorption costing techniques, standard costing system with material and labour cost variance, flexible budgeting under different levels of activities, overhead cost variance and functional budgeting.

Course Details

Unit 1: Conceptual Foundation

2 LHs

Cost accounting and management accounting; Meaning, objectives, advantages and limitations of cost and management accounting; Limitations of financial accounting; Similarities and dissimilarities in financial, cost and management accounting

Unit 2: Cost Concept and Cost Classification

4 LHs

Concept, importance and classification of cost: basic concept of cost and expense; cost classification: based on function, behavior, controllability, decision making, time of recording, planning and control, period and product cost;

Cost segregation and estimation: concept and methods of cost segregation: i) Two point method ii) Least square method and iii) Estimation of cost

Unit 3: Accounting for Materials

4 LHs

Materials/Inventory: Concept, reasons and objectives for holding material/inventory. Inventory control: Meaning, importance and techniques; Economic order quantity: concept, techniques, formula and trial & error approaches-considering discount under certainty condition; Re-order level, maximum stock level, minimum stock level, average stock level, danger level and safety stock; Concept and techniques of perpetual inventory system; Stock control through ABC analysis and just in time inventory: concept, advantages and limitations.

Unit 4: Accounting for Labour Cost

3 LHs

Labour Cost: Concept and need for control of labour cost; Remuneration without premium plan: Features of good remuneration system, time and piece wage system;

Remuneration with premium Plan: Features of premium plan, premium bonus scheme- Halsey and Rowan Plan, Taylor's Differential Piece Rate, Gant's Task and Bonus Plan.

Unit 5: Accounting for Overhead Cost

5 LHs

Overhead Cost: Meaning, features, importance and classification; Apportionment and absorption of overhead: meaning and importance; apportionment and absorption of overhead cost based on volume, direct labour hours and direct machine hours.

Unit 6: Costing in Service Sectors

6 LHs

Service Costing: Concept, features and scope of service costing; Preparation of cost sheet for transport service for passenger, hospital, hotel and restaurant services, limitations of service costing.

Unit 7: Accounting for Profit Planning

8 LHs

Variable Costing and Absorption Costing: Concept, features, importance and preparation of income statement under variable costing and absorption costing; Over and under absorption of fixed manufacturing overhead and adjustment; Limitations of variable costing and absorption costing; Reconciliation of profit or loss between absorption and variable costing techniques showing the causes of differences.

Cost Volume Profit Analysis: Meaning, importance; assumptions and limitations of CVP analysis; Contribution margin or ratio, profit volume ratio; Break even analysis using contribution margin, algebraic approaches; Break-even-analysis: under various situations: changes on selling price, fixed cost, variable cost, multi-products situations, margin of safety and determination of selling price to realize desired profit ; Advantages and limitations of break even analysis.

Unit 8: Cost Accounting for Planning and Control

12 LHs

Standard Costing: Concept of standard cost and standard costing, features, application, advantages and limitations; Difference between standard and budget.

Variance Analysis; Material variances: Concept and calculation of cost, price, usage, mix and yield variances; Labour variances: Concept and calculation of cost, efficiency, rate, mix, idle time and yield variances.

Overhead Cost Variance: Concept and calculation of capacity, efficiency and spending variances.

Budget: concept, features and importance of budget; Types of budget: sales budget, production budget, material budget & merchandize purchase budget, labour budget, manufacturing overhead budget, cost of goods manufactured budget, selling/distribution & administrative expenses budget and cost of goods sold budget.

Fixed and Flexible Budgeting: Concept and importance of fixed and flexible budgets; Difference between fixed and flexible budgets; Flexible budgeting for overhead cost control on activity levels and budget allowance for actual level attained.

Unit 9: Short term Decision Making

4 LHs

Concept, need and objectives of short term decisions in business; Cost concept in decision making: Relevant and irrelevant costs, avoidable and unavoidable costs, opportunity cost; Types of decisions: Drop or Continue, Special Offer/Order and Make or Buy

Suggested Readings

Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012).

Management Accounting /6e. New Delhi: Pearson Education Pvt. Ltd.

Garrison, R. H. & Noreen, E. W. (2017). *Managerial Accounting* McGraw-Hill Companies, Inc.

Lynch & Williamson, () *Accounting for Management Planning & Control*, Tata McGraw Hill Co.

Pillai & Bagavathi (2017). *Cost Accounting* New Delhi: S. Chand and Company Ltd.

ENG 203: Business Communication

BBM 3rd Semester

*Credits: 3
Lecture Hours: 48*

Course Objectives

The course seeks to enable students to explore communication theories and models to determine how to communicate effectively in business settings, develop awareness and skills of structuring information, study different modalities of business communication, make effective use of business etiquette with non-verbal communication skills, identify different principles and approaches to oral and written communication in develop skills for professional presentations, adapt to new ways of communication with the help of latest technology, understand and use appropriate style and tone in spoken as well as written texts be familiar with the language used in conducting meetings and prepare reports based on the discussion in the meetings, write memos, letters, and other business communications, apply formal structure and develop organization in writing memos, proposals, reports, and the like and learn the art of using essential rhetorical techniques for developing effective communication.

Course Description

This course provides the principles of effective communication and methods of applying them in organizations. It provides an understanding of communication practices and prepares readers for their assignments in the corporate world. The course includes important topics like communication in general and business communication in particular, the communication process, interpersonal communication, oral communication, writing of proposals and reports, technology-enabled communication, and presentations among others. This course includes techniques for developing practical solutions to making communication in the business context more effective. This course seeks to enhance students' cross-cultural understanding and communicative competence in varied contexts. Special attention to be given to Nepali contexts.

Course Details

Unit 1: The Communication Process

- Basics of communication
- Theories and principles of communication
- Communication methods, modes, and systems
- Writing process
- Importance of communication

- Barriers to communication

Unit 2: Business Communication

- What is business communication?
- History of business communication
- Nature of communication
- Why business communication?
- Functions and importance of business communication
- Components of business communication
- Types of business communication

Unit 3: Skills and Values in Business Communication

- Communication skills
- Organizational communication skills
- Interpersonal communication skills
- Leadership and communication skills in leadership
- Professionalism in business communication
- Writing and listening skills
- Ethical values
- Cross-cultural sensitivities

Unit 4: Writing Electronic and Other Messages

- Memos
- Notices
- Letters
- Emails
- Blogs
- Advertisements
- Press releases
- Business plans
- Grants
- Proposals
- Reports

Unit 5: Oral Communication

- Enhancing oral communication
- Presentation strategies and soft skills
- Telephone calls
- Using nonverbal communication
- Conversations and negotiations

Unit 6: Visuals and Nonverbal Communication

- Using visual aids
- Pictures
- Charts
- Graphics

Unit 7: Communication in Career Planning

- Planning and conducting a job search
- Résumés, references, and cover letters
- Group discussion and interview

Teaching Method

The suggested method of teaching is to engage students in practicing communication skills, especially in groups. It is desirable to take local examples and case studies to make the content alive and then lead students to the writing task, i.e. guide the students to practice specific skills of language knowledge necessary for communication in business. As far as possible, visits to business houses, short internships and arranging talks by leaders in the field will enhance students' knowledge and communicative competence. It is recommended to take examples from Nepali contexts as far as practicable.

Evaluation

The examinations will cover the materials specified in the course contents, and evaluate students' competence in the language skills including a range of tasks, and their ability to use English in a variety of business contexts with ease and accuracy.

Suggested Readings

- Thapa, Anirudra. *Business Communication: Principles and Applications*. Kathmandu: Asmita, 2021.
- Adhikari, Dharma, I. Hugh Holmes, Tika Lamsal, and Mike Sobiech. *Business Communication: Theory and Practice*. Kathmandu: Buddha Publications, 2020.
- Raman, Meenakshi, and Sangeeta Sharma. *Professional Communication*. 3rd ed., Oxford UP, 2017.

- Mukerjee, Hory Sankar. *Business Communication: Connecting at Work*. 2nd ed., Oxford UP, 2016.
- **Oxford Advanced Learner's Dictionary of Current English**. 10th ed., Oxford UP, 2020.
- Guffey, Mary Allen, and Dana Loewy. *Essentials of Business Communication*. 11th ed., Cengage Learning, 2019.
- Holmes, Hugh I. *English for Business Studies-I*. Buddha Publications, 2019.
- *Longman Business English Dictionary*. 2nd ed., Longman, 2018.
- Bovee, C.L., and John Thill. *Business Communication Essentials*. 7th ed., Pearson, 2016.
- Hartley, Peter, and Peter Chatterton. *Business Communication*. 2nd ed., Routledge, 2015.
- Taylor, Shirley. *Communication for Business: A Practical Approach*. Pearson, 4th ed., 2015.
- McKeown, Arthur. *Professional English in Use: Management*. Cambridge UP, 2011.
- Bargiela-Chiappini, Francesca, *The Handbook of Business Discourse*. Edinburgh UP, 2009.
- Raman, Meenakshi, and Prakash Singh. *Business Communication*. Oxford UP, 2006. Tourish, Dennis, and Owen Hargie. *Key Issues in Organizational Communication*. Routledge, 2004.
- Adair, J. *Effective Leadership: A modern guide to developing leadership skills*. Pan Books, 1986.

FIN 206: Fundamentals of Finance

BBM 3rd Semester

Credits: 3

Lecture Hours: 48

Course Objective

This course Fundamentals of Finance aims to lay the foundation for understandings fundamental concepts and principles of finance. This course equips the students with fundamental tools and techniques of financial management to prepare them to resolve complex financial issues concerning business firms.

Course Description

This course consists of the introduction to finance, financial environment, interest rates, time value of money, bond valuation, stock valuation, cost of capital, capital budgeting, and working capital.

Course Details

Unit 1: Introduction to Finance

5 LHs

Concept of finance; Finance functions, The financial goal; Finance in organizational structure; Finance and related disciplines.

Unit 2: Financial Environment

4 LHs

Overview of financial environment; Financial instruments, Financial markets: Functions and types of financial markets; Financial institutions: Depository and non-depository financial institutions.

Unit 3: Analysis of Financial Statements

6 LHs

Financial statements and reports; Concept of financial statement analysis; Users of financial analysis; Tools of financial statements analysis; Need of financial ratio analysis; Types of financial ratios: liquidity ratios, asset management ratios debt management ratios, profitability ratios and market value ratios; Du-Pont equation; Comparative ratios and benchmarking; Uses and limitations of ratio analysis.

Unit 4: Interest rates

6 LHs

The cost of money; Interest rates levels; Determinants of market interest rates; Term structure of interest rates; Theories of term structure of interest rates; Shape of yield curve; Using the yield curve to estimate future interest rates; Macroeconomic factors influencing interest rates; and Interest rate and business decision.

Unit 5: Time Value of Money

8 LHs

Concept of time value of money; Cash flow time line; Future values and present values of a single cash flow; Computing the interest rate and the number of years; Future value and present value of an ordinary annuity and annuity due; Computing

annuity payments, periods and interest rates; Present value of perpetuities; Present value and future value of uneven cash flows; Semiannual and other compounding periods; Preparation of loan amortization schedule; Application of the concept of time value of money.

Unit 6: Bond Valuation

5 LHs

Meaning and key characteristics of bonds, Basic financial asset valuation model, Valuation of bonds: perpetual bonds, zero coupon bonds, coupon bonds with finite maturity, Bonds with semiannual coupons, required return and bond values, Changes in bond values over time, Bond yields: current yield, capital gain yield, yield to maturity and yield to call.

Unit 7: Stock Valuation

5 LHs

Meaning and key features of common stock, Common stock valuation: single and multiple holding periods, The dividend discount model: zero growth model, normal growth model, non-constant growth model, valuing the entire firm, Preferred stock: Features and valuation.

Unit 8: Cost of capital

5 LHs

Concepts and uses of cost of capital, Components of cost of capital: cost of debt, cost of preferred stock, cost of retained earnings, cost of new common stock, weighted average cost of capital; Factors affecting cost of capital.

Unit 9: Working Capital

4 LHs

Concepts of working capital; Types of working capital; Factors affecting the size of working capital; Working capital management and its significance; Operating cycle, cash conversion cycle and computing the amount of working capital requirement.

Suggested Readings

Brigham, E. F. & Houston, J. F. *Fundamentals of financial management*. Delhi: Cengage Learning.

Ross, S. A., Westerfield, R. W. & Jordan, B. D. *Fundamentals of corporate finance*. New York: McGraw-Hill Irwin.

Van Horne, J. C., Wachowicz, J. R. & Bhaduri, S. N. *Fundamentals of Financial Management*. New Delhi: Prentice-Hall India Ltd.

SOC 204: Nepalese History and Politics

BBM 3rd Semester

Credits: 3
Lecture Hours: 48

Course Objectives

After the completion of the course the students will be able;

- to describe the major historical events of Nepal,
- to examine the political changes and development of different historical time,
- to corroborate the contemporary politics with the past historical events,
- to identify the factors and issues affecting current politics of Nepal

Course Description

This course is designed to impart the introductory knowledge to the student about the history and political development of Nepal. This course mainly focuses on the main trends of Nepalese history covering major historical events and political changes of Nepal.

Course Details

Unit 1: Nepal in Ancient and Medieval Times 8 LHs

- Historicity of Nepal
- Brief history of ancient Nepal-Gopala, Mahishpala and Kirat dynasty
- Malla Rule in Nepal Mandala-political, social and economic condition
- Division of Malla Kingdom
- Introduction to the Baise and Chaubise principalities of Medieval Nepal
- Causes of the Fall of Malla Kingdom

Required Readings:

1. Shah, Rishikesh (1992), *Ancient and Medieval Nepal*, New Delhi: Manohar Publications.
2. Regmi, D. R. (1965/1966), *Medieval Nepal, Part I & II*, Calcutta: Firma K.L. Mukhopadhyay.
3. Pande, Ram Nivas, *Making of Modern Nepal*, New Delhi: Nirala Publications, 1997.
4. सुवेदी, राजाराम, *कर्णाली प्रदेशको मध्यकालीन इतिहास*, काठमाडौं: साभ्ना प्रकाशन, वि.सं. २०५४ ।
5. सुवेदी, राजाराम, *वाइसी राज्यको ऐतिहासिक रूपरेखा*, काठमाडौं: नेपाल र एशियाली अध्ययन केन्द्र, वि.सं. २०५५

Unit 2: Modern Nepal: Shah Rule (1742-1846) 8 LHs

- Prithvinarayan Shah and the conquest of Kathmandu Valley
- Bahadur Shah as Regent
- Rise and Fall of Bhim Sen Thapa
- Anglo-Nepal War, 1814-16- Causes and effects

Required Readings:

1. Regmi, D. R., *Modern Nepal, I & II Vols.*, Calcutta: Firma K.L. Mukhopadhyaya, 1975.

2. Stiller, Ludwig F., *The Rise of the House of Gorkha*, Ranchi: Patna Jesuit Society. 1975.
3. Vaidya, T. R., *Advanced History of Nepal*, New Delhi: Anmol Publications, 1994.
6. आचार्य, बाबुराम, श्री ५ बडामहाराजाधिराज पृथ्वीनारायण शाहको संक्षिप्त जीवनी (भाग- १, २), काठमाडौं: श्री ५ महाराजाधिराजका प्रेस सचिवालय, वि.सं. २०२४ ।

Unit 3: Modern Nepal: Rana Regime (1846-1951)

10 LHs

1. Rise of Jaga Bahadur and Emergence of Rana regime
2. Family conflict and Classification of Rana family
3. Peace and Friendship Treaty of 1923 between Nepal and British India
4. Causes of the Fall of Rana Rule

Required Readings:

1. Jain, M.S. *The Emergence of a New Aristocracy in Nepal*, Agra: Sri Ram Mehra & Co. Publishers, 1972.
2. Sever, Adrian, *Nepal Under the Ranas*, Delhi: Oxford and IBH Publishing Co., 1993.
3. Amatya, Shaphalya, *Rana Rule in Nepal*, Delhi: Nirala Publications, 2004.
4. Whelpton, John, *A History of Nepal*, London: Cambridge University Press, 2005.
5. Manandhar, T.R., *Ten Years of Trouble*,

Unit 4: Nepal: Experiment with Democracy

12 LHs

1. The 1950-51 Movement: Its causes and effects
2. Parliamentary System of Government (1959-60)
3. Emergence of Panchayat System and its chief features
4. Causes of the End of Panchayat System
5. People's Movement of 1990 and Restoration of Democracy
6. People's Movement of 2006 and End of the Monarchy

Required Readings:

1. Joshi, Bhuvan Lal and Leo E. Rose, *Democratic Innovations in Nepal*, Berkeley: University of California Press, 1966, (Reprinted by Mandala Publication, Kathmandu, 2004).
2. Whelpton, John, *A History of Nepal*, London: Cambridge University Press, 2005.
3. Toffin, Gerard, *From Monarchy to Republic*, Kathmandu: Vajra Books, 2013.

Unit 5: Political Development and Governance in Nepal

10 LHs

1. Constitution and its development in Nepal
2. Political Parties and Their Roles after 1990
3. The Comprehensive Peace Agreement
4. Issue of Federalism in Nepalese Politics
5. Elections of Constituent Assembly
6. Chief Features of Constitution of Nepal (2015)
7. Administrative System of Nepal- Federal, Provincial and Local Government

Required Readings:

1. Toffin, Gerard, *From Monarchy to Republic*, Kathmandu: Vajra Books, 2013.
2. Brown, T. Louis, *The Challenge to Democracy in Nepal*, London: Routledge, 1996.
3. Einsiedel, Sebastian Von, David M. Nalone and Suman Pradhan (eds.), *Nepal in Transition (From People's War to Fragile Peace)*, New York: Cambridge University Press, 2012.
4. Pyakurel, Uddhab Prasad and Indra Adhikari, *State of Conflict and Democratic Movement in Nepal*, Delhi: Vij Books India, 2013.
5. Raghavan, V. R. (ed.), *Internal Conflict in Nepal (Transnational Consequences)*, New Delhi: Vij Books India, 2011

References

1. Baral, L. R., *Oppositional Politics in Nepal*, New Delhi: Abhinav Publications, 1977.
2. Baral, L.S., *Nepal Facets of Maoist Insurgency*, New Delhi: Adroit Publishers, 2011.
3. Parmanand, *The Nepali Congress Since its Inception*, New Delhi: Ankur, 1977. Gyanwali, Ram Prasad, 2012. Know Nepal. Kathmandu: Bhundipuram Prakashan.
4. Manandhar, Tri Ratna, *Nepal: The Years of Trouble*, Kathmandu: Purna Devi Manandhar, 1986
5. Sharan, P. *Government and Politics of Nepal*, New Delhi: Metropolitan Publications, 1983.
6. Shah, Rishikesh, *Politics in Nepal*, New Delhi: Manohar, 1993
7. Uprety, Prem R., *Political Awakening in Nepal*, New Delhi: Commonwealth Publishers. 1992.
8. आचार्य, बाबुराम, श्री ५ बडामहाराजाधिराज पृथ्वीनारायण शाहको संक्षिप्त जीवनी (भाग १-४), काठमाडौं: साभ्का प्रकाशन, वि.सं. २०६१ ।
9. गौतम, राजेश, नेपालको प्रजातान्त्रिक आन्दोलन र नेपाली कांग्रेस, काठमाडौं: श्रीराम श्रेष्ठ र कृष्णमुरारी अधिकारी, वि.सं. २०५५
10. गौतम, राजेश, नेपालको प्रजातान्त्रिक आन्दोलन र नेपाली कांग्रेस, भाग-२, काठमाडौं: कृष्णमुरारी अधिकारी र श्रीराम श्रेष्ठ, वि.सं. २०६६ ।
11. शर्मा, देवीप्रसाद, आधुनिक नेपालको इतिहास, काठमाडौं, रत्न पुस्तक भंडार, वि.सं. २०७४ ।
12. नेपालको संविधान, नेपाल सरकार,, नेपाल कानून किताव व्यवस्था समिति, वि.सं. २०७२ ।
13. नेपाली, चित्तरञ्जन, श्री ५ रणबहादुर शाह, काठमाडौं: मेरी राजभण्डारी, वि.सं. २०२० ।
14. नेपाली, चित्तरञ्जन, जनरल भीमसेन थापा र तत्कालीन नेपाल, काठमाडौं: रत्नपुस्तक भण्डार वि.सं. २०२२ ।

STT 201: Business Statistics

BBM 3rd Semester

*Credits: 3
Lecture Hours: 48*

Nature of the course: Theory and Practical with EXCEL (60% + 40%)

Course Objectives

The principal objective of Business Statistics is for students to describe data and make evidence based business decisions making using descriptive and inferential statistics that are based on well-reasoned statistical arguments. 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 Description

Statistics in business and management, describing data using graphs and tables. Numerical measures: central tendency, dispersion, skewness and kurtosis. Probability: laws of probability, conditional probability. Probability distribution: discrete probability distribution and continuous probability distribution. Sampling theory: sampling techniques, sampling and non-sampling errors. Estimation: point and interval estimates. Hypothesis testing: test of significance for large samples. Linear correlation and regression.

Course Details

Unit 1: Describing Data using Graphs and Tables

4 LHs

Uses and scope of statistics in business and management, Frequency distribution, Stem-and-leaf plots, Diagrams (Simple bar diagram, Sub-divided bar diagram, Multiple bar diagram, and Pie-chart) and graphical presentation of frequency distribution – Histogram, Ogive curve, Problems using Excel.

Unit 2: Describing Data Using Numerical Measures

9 LHs

Measures of central tendency (Mean, Median and Mode), Partition values (Quartiles, Deciles and Percentiles); Measures of variation (Range, Inter quartile Range, Quartile deviations, Standard deviation); Variance and Coefficient of Variation; Measurement of skewness (Karl Pearson coefficient of skewness and Bowley coefficient of skewness); Measurement of kurtosis (Percentile coefficient of kurtosis); Five number summary, Box-and -Whisker plot, Problems using Excel.

Unit 3: Simple Linear Correlation Analysis

5 LHs

Introduction, Scatter plot, Karl Pearson's correlation coefficient including bi-variate frequency distribution, Coefficient of determination, Test of significance of sample

correlation coefficient using probable error, Spearman's rank correlation coefficient, Problems using Excel.

Unit 4: Simple Linear Regression Analysis **4 LHs**

Introduction, Simple linear regression models, Assumptions of linear regression model, Line of best fit, Linear regression model by least-squares method, Interpretation of regression coefficients, Properties of regression coefficient, regression coefficient for bi-variate frequency distribution, Problems using Excel.

Unit 5: Probability **4 LHs**

Introduction, Sample space and events, Probability, Laws of probability, Conditional probability, Problems using Excel.

Unit 6: Probability Distributions **6 LHs**

Introduction, Discrete probability distribution (Binomial distribution and Poisson distribution), Continuous probability distribution (Normal distribution), Problems using Excel.

Unit 7: Sampling Theory **3 LHs**

Introduction, Population and sample, Objectives of sampling, Sampling techniques, Sampling and non-sampling errors, Standard error, Concept of central limit theorem.

Unit 8: Estimation **6 LHs**

Introduction, Properties of good estimator (Consistency, Unbiasedness, Efficiency and Sufficiency), Point and interval estimates, Level of confidence, Confidence interval estimates for mean and proportion, Determination of sample size for mean and proportion, Problems using Excel.

Unit 9: Introduction to Hypothesis Testing **7 LHs**

Introduction, Steps of hypothesis testing, Level of significance, Critical region, One tailed test and two tailed test, Hypothesis testing using critical value and p-value approaches, Test of significance for large samples (Z-test): Test of significance of a single mean and difference between two means, Test of significance of a single proportion and difference between two proportions, Problems using Excel.

Suggested Readings

- Davis, G. and B. Pecar. *Business Statistics using EXCEL*, Oxford University Press.
- Levine, D.V., D.F. Stephan and K. A. Szabat. *Statistics for managers using MS excel*, Pearson.
- Linda, H. and F. John. *Applied Statistics for Business and Management using Microsoft Excel*, Springer.
- Trevor, W. *Applied Statistics: Methods and Excel-Based Application*, JUTA Academics.

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
BBM (Bachelor of Business Management) 4th Semester

October 2023

ACC 204: Taxation and Auditing

BBM 4th Semester

Full Marks: 100

Pass Marks: 50

Credits: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide students with the knowledge of general principles and practices of tax law in Nepal and develop in them the basic skills required to solve practical problems regarding Income Tax and VAT. The course further aims to provide student with the basic knowledge, concepts, objectives, importance and procedure of auditing, thereby enabling them to handle internal audit of concerned organizations.

Course Description

This course “Taxation and Auditing” is designed to understand and apply the knowledge of taxation and auditing in the process of business administration. It contains two parts: taxation and auditing. In taxation students will be familiar with the subject matters such as conceptual foundation, taxation of income in Nepal, definition of basic terms under income tax act, tax accounting and timing, quantification, allocation and characterization of amounts, capital and revenue, classification and status of assessee (tax payers), heads and sources of income, computation of taxable income and tax liability from employment, valuation of stocks and depreciation, computation of taxable income and tax liability from business and investment, tax administration and official documentations, penal provision, and value added tax (VAT). In auditing, students will be familiar with the topics such as conceptual foundation, planning of an audit, internal check and control, vouching, verification and valuation, audit report and tax audit.

Unit 1: Introduction to Taxation

2 LHs

Meaning and objectives of tax; Classification of taxes: direct and indirect tax with merits and demerits; Canons of taxation.

Unit 2: Taxation of Income in Nepal

4 LHs

Historical background of evolution of income tax in Nepal; Features of Income Tax Act, 2058; Definition of basic terms under Income Tax Act; Tax accounting and timing: accounting based on cash, accounting on accrual basis, quantification, allocation and characterization of amounts; Classification and status of assessee (Taxpayers): natural person and entity, resident and non-resident, single and couple; Heads and sources of income: concepts, classification: income from employment, income from business, income from investment, casual gain, sources of incomes: domestic and foreign. Tax Act with other laws: Constitution, Tax Act, Tax rule, Finance Act, Legal precedents established by court; Concepts of Presumptive taxation, Turnover taxation, Personal Income Tax (PIT),

Unit 3: Income from Employment**9 LHs**

Concept of employment, Features of employment income, Chargeable Income under the head of employment; Non - taxable/non chargeable income; Valuation of perquisites; Allowable reduction; Exemptions; Tax credit; Tax rate; Computation of assessable income; Taxable income; Tax liabilities and payable.

Unit 4: Valuation of Stocks, and Depreciation**2 LHs**

Methods of stock valuation, Adjustments of over and under valuation of stocks; Calculation of cost of trading stocks; Assets pooling system of depreciation, Calculation of depreciation basis and allowable depreciation; Provisions for unabsorbed pollution control cost, research and development cost Provision for repairs and maintenance cost; Provisions of additional depreciation allowance.

Unit 5: Income from Business**10 LHs**

Concept of business income; Concepts of capital and revenue incomes and expenses; Chargeable and non-chargeable incomes from business; Deductible and non-deductible expenses; Assessable income from sole proprietorship business and profession other than entities; Set-off and Carry forward of business loss.

Unit 6: Income from Investment**4 LHs**

Concept of investment income; Difference between investment and business; Chargeable and non-chargeable incomes from investment; Deductible expenses and non-deductible expenses; Taxation on Capital Gain: tax on gain on sale of shares and non-business, land and building; Investment income from domestic sources and foreign sources; Assessable income from investment, taxable income, Tax liability and tax payable for individual taxpayers other than entities. Set-off and carry-forward of investment losses;

Unit 7: Total Assessable income tax liability and tax payable**3 LHs**

Concepts of statement of total assessable income and taxable income; Allowable reductions: Exemption; Progressive slab rates and flat rates; Tax credit: Foreign tax credit, Medical tax credit; Tax concessions; Adjustments of advance tax; Tax deduction at source (TDS); Computation of total assessable income Taxable income and tax payable with sole proprietorship business and profession other than entities.

Unit 8: Tax Administration and Official Documentations**3 LHs**

Tax authorities and their powers, rights and duties; Rights and duties of a taxpayer; Documentation, record keeping and information collection; Income return and tax assessment; Payment, collection (recovery/realization), remission, refund and set-off; Penal Provision; Provision of fees and interest; Provision of penalties for offences; Administrative review and appeal.

Unit 9: Value Added Tax**5 LHs**

Concept of value added tax (VAT); Origin and evolution of VAT; Principle governing VAT; Types of VAT; Method of computing VAT; Method of collection/realization and refund of VAT; Penalties and appeal; Threshold limit and rate of VAT; Permanent Account Number and VAT number; Abbreviated invoice and VAT invoice.

Unit10: Auditing**6 LHs**

Meaning, scope, objectives and advantages of auditing, accounting, auditing and investigation, Errors and frauds: concepts, types, detection and prevention of errors and frauds, Concept of internal control: Internal auditing and internal check; Basic concepts of audit plan, vouching, verification and valuation. Concept, contents and types of audit report. Concept of tax audit.

Suggested Readings:

Lekhi, R. K. (2018). *Public Finance*, Kalyani Publishers, New Delhi.

Government of Nepal, *Income Tax Act, 2058* with amendments

Government of Nepal, *Budget speech and Finance Act (recent)*

Government of Nepal, *Income Tax Rules, 2059* with amendments

Government of Nepal GON, *Value Added Tax Act, 2052* with amendments

Government of Nepal GON, *Value Added Tax Rules, 2053* with amendments

Dhakal, K. D. et.al. (Updated edition). *Fundamentals of Taxation and Auditing*, Ashmita Books Publishers and Distributors Pvt. Ltd., Kathmandu.

Kandel, P. R. & Aryal, K.P. (Updated edition). *Fundamentals of Taxation and Auditing*, Bhundipuram Prakashan Pvt. Ltd., Kathmandu.

K.C., J.B. (Updated edition), *Tax Laws and Tax Planning, Theory and Practice*, Khanal Books and Stationery, Kathmandu.

Regmi, G.N. et.al. (Updated edition). *Fundamentals of Taxation and Auditing*, KEC Books Publication and Distribution Pvt. Ltd., Kathmandu.

Sapkota, P. P. et.al (Updated edition). *Taxation in Nepal*, Dreamland Publication Pvt. Ltd. Kathmandu.

FIN 207: Financial Management

BBB 4th Semester

Full Marks: 100
Pass Marks: 40

Credits: 3
Lecture Hours: 48

Course Objective

The aim of this course is to familiarize students with concepts and principles of financial management. This course has been structured as a compulsory course in finance. This course equips students with fundamental tools and techniques of financial management to prepare them to tackle the financial issues of business firms.

Course Description

This course is a core course in finance and includes the basic area of financial management functions. It consists of introduction to financial management, analysis of financial statements, risk, return and portfolio theory, financial planning and forecasting, capital structure and leverage, current assets management, and distributions to shareholders.

Course Detail

Unit 1: Introduction

4 LHs

Concept and scope of financial management; Financial management decisions; Financial manager's responsibility; Forms of organizations; The agency problem; Business ethics and social responsibility; Financial innovations

Unit 2: Financial Planning and Forecasting

6 LHs

Concept of financial planning and forecasting; Strategic plan; Operating plan; Financial plan, Sales forecast; The additional fund needed formula; Excess capital adjustments; Forecasted financial statement: forecasted income statement and balance sheet; Using regression to improve forecast

Unit 3: Capital Budgeting

8 LHs

Concept of capital budgeting decision; Capital budgeting decision process; Types of capital budgeting projects; Estimation of cash flows, Capital budgeting decision techniques: payback period, discounted payback period, net present value, profitability index, internal rate of return, modified internal rate of return; merits and limitations of each capital budgeting decision technique, Replacement decision; Evaluation of projects with unequal lives

Unit 4: Risk, Return and the Portfolio Theory

6 LHs

Concept and measurement of return and risk, Measurement of rate of return: expected and average rate of return; Measurement of risk: variance, standard deviation and coefficient of variations: Measurement of risk and return in portfolio context; Risk diversification; Minimum variance portfolio; Efficient portfolio; Optimal portfolio; Capital assets pricing model (CAPM)

Unit 5: Capital Structure and leverage**6 LHs**

Concept of capital structure; Capital structure issues; Estimating the optimal capital structure; Factors affecting capital structure; Business risk and financial risk; Leverage: operating and financial leverage; Degree of operating and financial leverage; Combining operating and financial leverage, Impact of financial leverage; Indifference charts; Breakeven analysis: operating, cash and financial BEP

Unit 6: Current Assets Management**7 LHs**

Concept of current assets management. *Cash management*: significance of cash management, motives of holding cash, importance of maintaining adequate cash; *Inventory management*: significance of inventory management, objectives of holding inventories, inventory management techniques, inventory control system; *Receivable management*: significance of receivable management, cost of maintain receivables, elements of credit policy, evaluating proposed changes in credit policy

Unit 7: Dividend policy**5 LHs**

Nature and types of dividend policy, Dividend versus capital gain; Dividend irrelevance theory; Bird in the hand theory; Tax preference theory; Factors affecting dividend policy; Stock dividends and stock splits: stock split, stock dividend, effect on stock price, Stock repurchase.

Unit 8: Multinational Financial Management**6 LHs**

Nature of multinational corporations; Reasons for companies going global; Multinational versus domestic financial management; Exchange rates quotations; Cross rates; Interbank foreign currency quotations; Trading in foreign exchange rates: spot rates and forward rates; Interest rate parity; Purchasing power parity

Suggested Readings

- Brigham, E. F. & Houston, J. F. *Fundamentals of financial management*. Delhi: Cengage Learning.
- Ross, S. A., Westerfield, R. W. & Jordan, B. D. *Fundamentals of corporate finance*. New York: McGraw-Hill Irwin.
- Van Horne, J. C., Wachowicz, J. R. & Bhaduri, S. N. *Fundamentals of financial management*. New Delhi: Prentice-Hall India Ltd.

MGT 234 Legal Environment for Business in Nepal

BBM 4th Semester

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to enhance the students' understanding of composite insights on legal environment of business required for effective management of business operations.

Course Description

This course contains fundamental understanding of law, sources of business law, general law of contract, specific contracts, law of company and insolvency, legal and regulatory compliance, disputes settlement systems

Learning strategies

At least one case will be administered at the end of each chapter. The students will also prepare a project report from public media on legal issue of business, term paper and seminar work on the legal and compliance issues and other assignments as specified by faculty member.

Unit 1: Legal Environment of Business 3 LHs

Nature, Types and Sources of law; Legal Environment of Business: Concept and importance of legal environment for business; Meaning and sources of business law in Nepal.

Unit 2: General Law of Contract 3 LHs

Law of Contract

Meaning and definition of contract; Essential elements of a valid contract; Classification of contract; the law relating to contract in Nepal (Part-V of the *Muluki Civil Code*, 2074).

Offer and Acceptance 2 LHs

Meaning and Rules regarding Offer; Revocation/lapse of Offer; Meaning and Rules regarding Acceptance; Communication of Offer and Acceptance.

Contractual Capacity 2 LH

Meaning of Contractual Capacity; Legal effects of agreements made with an incompetent party (the minor and the person of unsound mind).

Consideration 2 LHs

Meaning and Rules regarding Consideration; Exceptions to the general rule 'No Consideration no Contract'.

Free Consent **2 LHs**

Concept and importance of Free Consent, Meaning, and legal effects of contract caused by: Coercion, Undue Influence, Misrepresentation, Fraud, Mistake

Legality of Object and Consideration **2 LHs**

Concept and importance of Legality of Object and Consideration; Conditions of unlawful agreement and void agreements.

Contingent Contract **2 LHs**

Meaning and definition of contingent contract; Rules regarding Contingent Contract

Quasi Contract **2 LHs**

Meaning and definition of Quasi Contract; Cases of quasi-Contract.

Performance of Contract **2 LHs**

Meaning and nature of Performance of Contract; who can demand Performance of Contract?

Who should perform the contract?

Termination of Contract **2 LHs**

Meaning of Termination of Contract; Modes of termination of contract

Breach of Contract **2 LHs**

Meaning and types of Breach of Contract; Remedies for Breach of Contract

Unit 3: Specific Contracts

Contract of Agency **4 LHs**

Meaning and general rules of agency; Modes of creating agency; Types of agents; Rights and duties of agent; Responsibilities of principal; Personal responsibility of agent; Termination of Agency

Contract of Sale of Goods **4 LHs**

Meaning and feature of contract of sale of goods; Difference between sale and agreement to sell;

Implied Condition and warranty, and caveat emptor; Transfer of ownership; transfer of title by non-owner; Rights and duties of unpaid seller.

Contract of Carriage **4 LHs**

Meaning and nature of Contract of Carriage; Characteristics of Common Carrier; Difference between Common and Private Carrier; Rights, duties and liabilities of Common Carrier; Carriage by land; Carriage by Sea (Contract of Affreightment: Charter party and Bill of Lading), and Carriage by air; Incoterms 2020: A brief introduction

Unit 4: Law of Company and Insolvency**4 LHs**

Company: Meaning, nature and incorporation of company; Insolvency: Meaning and Procedure of insolvency of a company; Liquidation of a Company; Power and role of the Liquidator; Nepalese law of Insolvency and feature of Insolvency Act.

Unit 5: Legal and Regularity Compliance**3 LHs**

Changing dimensions of legal environment of business in Nepal; Laws relating to Intellectual Property Rights; Right to Information; Cyber Law; Consumer Protection; Environment Protection; Ethics essentials - business ethics issues in Nepal.

Unit 6 : Dispute Settlement Systems**3 LHs**

The Dispute Settlement Systems; Court system: structure and jurisdiction of courts and civil procedures in Nepal; Arbitration: powers of arbitrator, duties of arbitrator, revocation of arbitrator's authority.

Suggested Readings

Albuquerque, Daniel (2013) Legal Aspects of Business (Texts, Jurisprudence and Cases), Oxford University Press, New Delhi, India.

Kalika, S. N. (2023), Legal Environment of Business (for BBA), Buddha Publications, Kathmandu.

Shukla, M.C. (2010), Mercantile Law, S. Chand & Company Ltd, New Delhi.

Muluki Civil Code, 2074, Law Book Management Committee, Kathmandu.

Companies Act, 2063, Law Book Management Committee, Kathmandu.

Insolvency Act, 2063, Law Book Management Committee, Kathmandu.

Nepalese Acts and Regulations (Current Acts relating to Intellectual Property Rights; Right to Information; Cyber Law; Consumer Protection; and Environment Protection, and Constitution of Nepal, etc.).

PSY 202: Psychology

BBM 4th semester

Credits: 3

Lecture Hours: 48

Course Objective

To enable the students to understand basic processes and structures underlying human behavior as a basis for managing people in an organizational setting.

Course Description

This course contain introduction, perception, social thought and behavior, motivation and emotion, learning, memory and forgetting, thinking and problem solving, human intelligence, personality.

Course Details

Unit 1: Introduction

6 LHs

Introduction to Psychology – concepts, The roots of Psychology, goals of psychology, major perspectives in psychology (behavioral, cognitive, biological, evolutionary, developmental, psychodynamics, and social and cultural). Scope of Psychology.

Unit 2: Human Development

6 LHs

Concept, nature of development, issues of nature and nurture, growth and development, Baltes's principles of life-span development, Key stages of development- prenatal, infancy, childhood, adolescence, adulthood (psychosocial issues and hazards.)

Unit 3: Perception, Social Thought and Behavior

6 LHs

Concepts, factors influencing perception. Perceptual organization. Constancies and Illusions; Person perception – Concept, Kelly's attribution theory, Impression Formation and biases • Social behavior i) Persuasion, ii) attitudes, iii) prejudices and techniques to reduce it, prosocial behavior. • Social influences- i) conformity, ii) compliance, iii) obedience (Milgram's experiment)

Unit 4: Learning

5 LHs

- Concept, Models of learning: concept and applications of classical conditioning, operant conditioning, insight and observational learning.
- Application of learning theories
 - i) Shaping behavior - reinforcement, and punishment
 - ii) Learned Helplessness.

Unit 5: Motivation and emotion**2 LHs**

Motivation: concept and types. Implication of motivation for managers

Emotion: concept and types. Application of emotions in organization (ability and selection, decision-making, creativity, interpersonal conflict, deviant workplace behaviors).

Unit 6: Memory and Forgetting**6 LHs**

- Memory – concept, memory process (encoding, storage, retrieval)

The foundations of Memory: short term memory, working memory, long-term memory modules: declarative memory (semantic memory and episodic memory,) and procedural memory, • Improving memory • 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 7: Cognition**5 LHs**

Thinking – concept, elements of thought – mental images and concepts. Creative thinking – concept, factors influencing creative thinking. Problem solving – concept, methods of problem solving (trial and error, algorithm, heuristics), Decision-making – Concept, common biases and errors in problem solving - i) over- confidence, ii) anchoring bias, iii) availability bias, iv) confirmation bias, v) representative bias, vi) escalation of commitment, vii) hindsight bias.

Unit 8: Human Intelligence**5 LHs**

• Intelligence-Concept , major approaches of intelligence - Gardner’s theory of multiple intelligence, Sternberg’s Triarchic theory, Cattell’s theory of intelligence. Variations in Intellectual Ability: Intellectual disability and Mentally gifted. Emotional intelligence: Concept, Goleman’s dimensions of emotional intelligence.

Unit 9: Personality**5 LHs**

Concept, Personality traits: 16 PF, The Big Five Model, personality attributes influencing work behavior. Measuring personality: Objective and projective approach.

Unit 10: Psychology and Health**2 LHs**

Stress: Causes, consequences, coping

Subjective well being.

Suggested Readings

Baron, R. A. (Latest Edition). *Psychology*. Prentice-Hall of India.

Ciccarelli, Sandra K. & White, N. (2015). *Psychology*. 4th Edition. Pearson Education, Inc.

Feldman, R. S. (2015). *Understanding Psychology*. 11th Edition. McGraw Hill Publication

Nolen, S; & A. Wagenaar. (2009). Atkinson & Hilgard’s *Introduction to Psychology*, 15th Edition. Cengage Learning

RCH 201: Business Research Methods

BBM 4th Semester

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

8 LHs

Meaning of research; Scientific research-features, Types of research-basic research and applied research; The scientific research process; Paradigm shifts-Positivism vs. interpretivism philosophies; Management research-concept, nature, and value in business decision making; applying scientific thinking to management/business problems; Ethical issues in business research.

Unit 2: Literature Searching and Theoretical Framework

5 LHs

Concept, purposes and steps in literature survey; Literature search through the internet; Theoretical framework; Research problem; Statement of research objectives; Formulation of research hypothesis; Approaches-deduction and induction.

Unit 3: Research Design

5 LHs

Concept of research design; Quantitative research designs -descriptive, correlational, causal-comparative, and experimental; Qualitative research - case study, ethnography and grounded theory.

Unit 4: Measurement, Scaling and Sampling

8 LHs

Variables (independent, dependent and moderating) and measurement scale (nominal, ordinal, interval, ratio); Nature of measurement; Scale construction for attitude measurement; Scales commonly used in business research (rank order rating scale, semantic differential scale, likert scale); Validity and reliability of measurement; Sources of measurement problems; Sampling process; Types of sampling -probability sampling (simple random, systematic, stratified and cluster) and non-probability sampling(convenience, judgmental and quota); Sampling and non- sampling errors; Determination of sample size.

Unit 5: Data Collection and Analysis**12 LHs**

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; Research interviews- face-to-face and telephone interviews, computer assisted interviewing; Observation-concept and methods; Presenting data in tables, diagrams and graphs, Quantitative data analysis methods - descriptive and inferential statistics; Methods of collecting qualitative data; Qualitative data analysis methods - content analysis, narrative analysis, discourse analysis, grounded theory analysis; Chi-square test for goodness of fit and independence of attributes with examples.

Unit 6: Research Proposal and Report Writing**10 LHs**

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.

Suggested Readings

Bryman, A. and E. Bell. *Business Research Methods*. New Delhi: Oxford University Press.

Pant, P. R. *Fundamentals of Business Research Methods*. Kathmandu: Buddha Academic Enterprises.

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

Chawla, D. and N. Sondhi. *Research Methodology-Concepts and Cases*. New Delhi: Vikas Publishing House.

Cooper, D. R. *Business Research Methods*. New Delhi: Tata McGraw- Hill Publishing Company Ltd.

Tribhuvan University
Faculty of Management
Office of the Dean



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

MKT 201: Fundamentals of Marketing	3 Cr. hrs
MGT 205: Operations Management	3 Cr. hrs
FIN 208: Financial Markets & Services	3 Cr. hrs
IT 231: IT and Application	3 Cr. hrs
<u>Focus Area Courses I</u>	
.....	3 Cr. Hrs
➤ Bank Operations and Cooperative Management (BNK) BNK 211: Banking Law	
➤ Sales and Marketing (MKM) (any one of these two) MKM 201: Consumer behavior MKM 209: Retail Marketing	
➤ Insurance and Risk Management (INS) INS 219: Fundamentals of Risk and Insurance	
➤ Entrepreneurship and Enterprise Development (EED) MEM 205: Social Entrepreneurship	
➤ Accounting (ACS) ACS 206: Accounting for Business	

April 2024

ACS 206: Accounting for Business

BBM

Credits: 3

Lecture Hours: 48

Course Objectives

The objectives of the course are to provide the students with in-depth knowledge of accounting required to handle accounting works in the various business situations like consignment, branch etc. independently. The course further aims at providing knowledge required by the students for advance studies in accounting subject.

Course Description

This course contains conceptual and theoretical foundation of business. It also comprises the concept of partnership, accounting for consignments, joint ventures, branch, department, packages or containers, professional men, royalties, hire-purchase and installment.

Course Details

Unit 1: Business Accounting

3 LHs

Concept, objectives and importance of business accounting;
Partnership: Concept and objectives; Types of partnership; Partnership agreement

Unit 2: Accounting for Consignments

6 LHs

Concept, Difference between consignment and sales; Consignment goods sent at invoice price, Consignment expenses, Commission, Valuation of unsold stock, Loss of goods on consignment: Normal loss, Abnormal loss; Consignment goods taken over by consignee

Unit 3: Accounting for Joint Ventures

5 LHs

Concept; Features and advantage of joint venture; Methods of accounting: Without keeping separate set of books, with keeping separate set of books

Unit 4: Accounting for Branch

5 LHs

Concept and types of branch; Dependent branch, Independent branch; Accounting treatment of some important adjustments: Normal loss, abnormal loss, cash in transit, goods in transit; Inter branch transactions; Accounting records

Unit 5: Accounting for Department of Activity

5 LHs

Concept, objectives and types of department; Department trading and profit and loss account; Allocation of expenses; Difference between branch and department; Inter – department transfer

- Unit 6: Accounting for Packages or Containers** **6 LHs**
Concept, objectives and importance terms of container; Calculation of missing terms of container; Accounting for types of container: Returnable: with maintaining trading and reserve account
- Unit 7: Accounting for Professional Men** **5 LHs**
Concept and techniques in general; Accounting treatment: receipt and payment account, adjustments, income and expenditure account, profit and loss account, balanced sheet, household cash statement
- Unit 8: Accounting for Royalties** **3 LHs**
Concept; Objectives; importance and modern terms; Accounting treatment with and without maintaining minimum rent account
- Unit 9: Accounting for Hire Purchase System** **5 LHs**
Concept and objectives of hire purchase system; Calculation of interest, cash price and installment (using analytical table); Accounting treatment as per actual cash price method: In the book of purchaser: Journal entries, Necessary ledger accounts, In the book of vendor: Journal entries, Necessary ledger accounts
- Unit 10: Accounting for Installment System** **5 LHs**
Concept and features of installment system; Difference between hire purchase and installment system; Calculation of interest, cash price and installment (using analytical table); Accounting treatment with opening interest suspense account: In the book of purchaser: Journal entries, Necessary ledger accounts, In the book of vendor: Journal entries, Necessary ledger accounts

Suggested Readings:

- Battliboi, J. R., (2017). *Advanced Accounting*, Standard Accountancy Publication Pvt. Ltd., Mumbai
- Jain, S. P. & Narang, K. L., (2014), *Advanced Accounting, Corporate Accounting, Vol. 11*, Kalyani Publishers, New Delhi
- Shukla, Grewal & Gupta, (2017). *Advanced Accounting*, S. Chand and Co., New Delhi

MGT 205: Operations Management

(BBM 5th Semester)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to impart the basic knowledge, tools and techniques of operations management and mathematical models used in operations research to make effective business/ management decision to students.

Course Description

Introduction to operations management. Operations strategy, Product and service design, Inventory management, Quality system, Decision theory, Transportation problem, Assignment problem and Game theory.

Course Details

Unit 1: Introduction

5 LHs

Definitions, scopes, and objectives of operations management; Transformation process; Differences between production and service operations; 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, and types.

Unit 2: Operations Strategy

3 LHs

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

5 LHs

Concept of 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: Inventory Management

4 LHs

Concept and importance of inventory; Inventory costs; Dependent and independent demand; Inventory systems- continuous and periodical; Basic economic order quantity (with and without discount).

Unit 5: Quality System

6 LHs

Introduction to quality; Historical evolution of total quality management; 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; JIT and Six Sigma; Quality Management System: ISO 9000 series; 7 tools for the quality.

Unit 6: Decision Theory

7 LHs

Introduction to decision making environment; Decision making under uncertainty: Criterion of maximax, maximin, minimax regret, Laplace and Hurwitz's; Decision making under risk: Expected monetary value criterion, expected opportunity loss criterion, Expected profit of perfect information, Expected value of perfect information; Marginal analysis.

Unit 7: Transportation Problem

6 LHs

Introduction, generating initial basic feasible solution and testing optimality condition; Solution of minimization problem (excluding loop formation).

Unit 8: Assignment Problem

4 LHs

Introduction, and objectives of assignment problem; Solution of minimization and maximization problem.

Unit 9: Game Theory

5 LHs

Introduction; Importance of game theory; Two person zero- Sum game; Pure strategies; Games with saddle point; Mixed strategies; Rules of dominance; Solution methods of Games: Algebraic method only.

Class Lecture = 45 hrs. Assessment = 3 hrs.

Suggested Reading

Adam, E. E., and Jr. R. J. Ebert. *Production and Operations Management*. New Delhi: Prentice-Hall of India Private Limited.

Chase, R.B., F.R. Jacobs, N.J. Aquilano and N.K. Agrawal. *Operations Management for Competitive Advantage*. New Delhi: Tata McGraw-Hill Publishing Company Ltd.

Dahlggaard J. J., Kristensen, K. and G.K. Kanji. *Fundamentals of Total Quality Management Process analysis and improvement*. London and New York: Taylor and Francis.

Frederick S. H., and G. J. Lieberman. *Introduction to Operations Research*. New York: McGraw-Hill Education.

Gaither, N., and G. Frazier. *Operations Management*. Singapore: Thomson Asia Pvt. Ltd.

Krajewski, L. J., and L.P. Ritzman. *Operations Management*. Delhi: Pearson Education Pvt.

Stevenson, W.J. *Operations Management*. New York: McGraw-Hill Education Ltd.

Taha, H. A. *Operation Research: An Introduction*. England: Pearson Education Ltd.

FIN 208: Financial Markets and Services

Credits: 3
Lecture Hours: 48

Course Objectives

The purpose of this course is to provide the students with in-depth understanding of the structure, principles and functions of financial markets and services. Upon completion of this course, the students will have necessary theoretical background of financial markets and how they work globally as well as in the context of Nepal. Furthermore, fund management, lending, insurance and investment.

Course Description

The course deals with fundamental aspect of financial market and services. Particularly, this course covers the financial system, financial market regulation and financial services, financial markets, commercial banks and others lending institutions, insurance companies and pension funds, investment banks and mutual funds and security firms and other institutions.

Course Details

Unit 1: The Introduction of Financial System

4 LHs

Meaning of financial system, Function of financial system, Components of financial system, and financial markets and its types, financial intermediaries and classification, financial assets and roles of financial system in economy.

Unit 2: Financial market Regulations and Financial Services.

5 LHs

Financial Market regulations; Financial market regulations; Central bank and its functions, conduct of monetary policy, financial services; Meaning, scope and types of financial services, Characteristics of financial services, Causes for financial innovations, financial services and promotion of industries, financial service industries in Nepal.

Unit 3: Money Market

6 LHs

Meaning of Money Market; Purposes of money market; Participants in money market; Money Market Instruments: Treasury bills, commercial paper, central bank funds, negotiable certificate of deposits, repurchase agreement, and banker's acceptances; Yield concepts on discount papers: discount yield, bond equivalent yield, effective annual rate, holding period return, and holding period yield; Yield concepts on other money market instruments; Money market in Nepal

Unit 4: Capital Market

8 LHs

Meaning of capital market; Functions of capital market; participants in capital market; Capital market securities: Treasury notes and bonds, municipal bonds, corporate bonds, mortgaged backed securities, and common stock; Yield on capital markets securities; International aspects of capital markets; and Issues in capital markets in Nepal

Unit 5: Commercial Banks and Other Lending Institutions**8 LHs**

Concept of commercial bank; Financial statements and off-balance sheet assets and liabilities; Financial statement analysis using a return on equity framework; Regulation of commercial banks; Types of regulations: liquidity regulation, capital adequacy regulation in reference to Basel Accord, Saving and loan associations; Saving banks; Credit unions; Overview of development banks, finance companies, micro-credit development banks, and co-operatives, Classification of financial institutions in Nepal.

Unit 6: Insurance Companies and Pension Funds**7 LHs**

Concept of insurance companies; Types of insurance companies; Life insurance: types, the fair value of an annuity policy, and asset and liability structure; Property-casualty insurance companies: types, asset and liability structure, and profitability; Overview of insurance industry in Nepal; Regulation and supervision mechanism of insurance businesses in Nepal. Concept of pension funds; Types of pension plans; Retirement benefits under defined benefit plan and defined contribution plan; and Pension fund management practices in Nepal

Unit 7: Investment Banking and Mutual Funds**6 LHs**

Meaning and roles of investment banks, Securitization of assets, Merger and acquisition, investment banking activities in Nepal; Concept of mutual funds; Types of mutual funds; Mutual fund expenses; Net asset value and return on mutual funds; Mutual fund practices in Nepal.

Unit 8: Securities Firms and Other Institutions**4 LHs**

Concept of merchant banks, functions of merchant banks, merchant bank activities in Nepal; Concept of brokerage and dealer services, and practices in Nepal; Concept of rating agencies, rating agency services in Nepal, Functions of CDS and Clearing Limited; Overview of Employee Provident Fund and Citizen Unit Trust

Suggested Readings

Fabozzi, F. J., & Jones, F. J. *Foundations of Global Financial Markets and Institutions*. Massachusetts, USA: MIT Press.

Saunders, A. & Marcia, M. C. *Financial markets and institutions*. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Gordon, E., & Natarajan, K. *Financial markets and services*. Mumbai: Himalaya Publishing House.

Banks and Financial Institutions Act (BAFIA), NRB

NRB Directives

Publications of Security Board of Nepal.

Publications of Insurance Board.

Circular and Guidelines related to security market of Nepal.

IT231: IT and Application

(BBM 5th Sem)

Credits: 3

Lecture Hours: 48

Course Objectives

The main objective of this course is to provide students, knowledge of fundamental concepts of computers and information technology and its applications in real world. Students are expected to learn to use the MS Office for word processing, MS spreadsheet, MS PowerPoint, MS Access, and internet.

Course Description

This course introduces students to the basic concepts of computers and information technology including introduction, hardware, software, memory, input/output, database, networks and data communication, Internet, multimedia, computer security, contemporary technologies.

Course Details

Unit 1: Introduction to Computer

3 LHs

Introduction; Digital and Analog Computers; Characteristics of Computer; History of Computer; Generations of Computer; Classification of Computer; Data and Program representation in Computer; Application of Computers.

Unit 2: Information Technology and Business

4 LHs

Business in the information age; Information systems; Organization structure and IT support; Evolution and types of information systems; Business information system, Categories of business information system, e-Business system, Enterprise System, IT for business, IT for individuals. Computers in past and present.

Unit 3: Computer System Hardware

8 LHs

Introduction; Central Processing Unit; Memory Unit; Interconnecting the Units of a Computer; Inside a Computer Cabinet; Computer Memory: Introduction; Memory Representation; Memory Hierarchy; CPU Registers; Cache Memory; Primary Memory; Secondary Memory; Access Types of Storage Devices; Magnetic Tape; Magnetic Disk; Optical Disk; Magneto-Optical Disk; How the Computer uses its memory; Input and Output Devices: Introduction; Input-Output Unit; Input Devices; Human Data Entry Devices; Output Devices; I/O Port; Working of I/O System.

Unit 4: Computer Software

6 LHs

Introduction; Types of Software; System Software; Application Software; Software Acquisition; Programming Languages; Operating System: Introduction, Objectives of Operating System, Types of OS, Functions of OS: Process Management, Memory Management, File Management, Device Management, Protection and Security, User Interface, Examples of Operating Systems; New Trends in Software.

Unit 5: Database and Business Intelligence**5 LHs**

Introduction; Database; Data Concepts and Characteristics; Database vs file System; Database Models; Database Management System; Business-level advantages of databases; Business Intelligence: Data warehouse, Data Mining, Database Applications.

Unit 6: Data Communication and Computer Network**3 LHs**

Introduction; Importance of Communication and Networking; Data Communication Media; Data Transmission across Media; Data Transmission and Data Networking; Computer Network; Network Types; Network Topology; Communication Protocol; Networking Hardware; Wireless Networking.

Unit 7: Internet and Internet Applications**6 LHs**

Introduction; History of Internet, Managing the Internet; Connecting to Internet; Internet Connections; IP Address and Domain Name System (DNS); Client-Server Architecture; Hyper Text Transfer Protocol (HTTP); Electronic Mail (Email); File Transfer Protocol (FTP); World Wide Web; Search Engines; E-Commerce; M-Commerce, E-Payment, E-Governance; Censorship and privacy issues, Digital Divide.

Unit 8: Multimedia and the Web**3 LHs**

Introduction; Elements of a Multimedia System; Graphics; Sound; Image File Format; Web Based Multimedia; Future of Web Based Multimedia; Multimedia in Business; Applications of Multimedia in Business.

Unit 9: Computer Security and Privacy**6 LHs**

Computer security and control; Unauthorized Access and Unauthorized Use; Protecting Against Unauthorized Access and Unauthorized Use; Computer Sabotage and Protection; Types of Computer Crime; Software Piracy; Anti-Piracy; Computer Virus, Worm, Spyware; Professionalism, Ethics and Morality, Ethical Issues in Computer; Cyber Law; Digital Literacy, Copyright, Designs and Patents Act, Network Security; Hardware and Software Firewall; Data and Message Security; Encryption and Decryption.

Unit 10: Contemporary Technologies and Businesses**4 LHs**

Artificial Intelligence and its Impact on Business and Society, Data Science, Machine Learning; Neural Networks; Cloud Computing; Green Computing; Virtual Computing; Big Data; Blockchain Technology; Social Media & Digital Marketing; Internet of Things.

Laboratory Works:

After Completing this course students should have practical knowledge of Hardware components of computer; Operating systems (DOS and Windows Operating System); Word Processors; Spreadsheets; PowerPoint Presentation; Database Management Systems; Internet and its services.

Suggested Reading

Understanding Computers: Today and Tomorrow, Comprehensive, Morley, D., & Parker Charles S., 15th Edition, Cengage Learning, 2015.

Business Information Systems Technology, Development and Management for the E-Business, Paul Bocij, Andrew Greasley and Simon Hickie, Fifth edition 2015.

Introduction to Computers, Peter Norton's, Tata McGraw-Hill

Computer Fundamentals Concepts Systems and Applications, P K Sinha & Priti Sinha, BPB Publications

Information Technology for Management, On-Demand Strategies for Performance, Growth and Sustainability, 11th Edition, Efraim Turban, Carol Pollard and Gregory Wood, Willey.

MKT 201: Fundamentals of Marketing

Full Marks: 100
Pass Marks: 50

Credits: 3
Lecture Hours: 48

Course Objectives

The main objective of this course is to equip students with knowledge and skills of marketing.

Course Description

This 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

6 LHs

Meaning of marketing. Core concepts of marketing. Marketing process. Marketing management orientation - production, product, selling, marketing, and societal marketing concepts. Meaning and components of the marketing mix for products and services.

Unit 2: Understanding Marketing Environment

6 LHs

Meaning of marketing environment; Micro environment: The company, suppliers, competitors, marketing intermediaries, publics, customers. Macro environment: demographic, economic, natural, technological, political, social, cultural environment; Responding to the marketing environment: Reactive and proactive marketing. Marketing environment in Nepal.

Unit 3: Marketing Information System

4 LHs

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

Unit 4: Buyer Behavior

6 LHs

Meaning of buying behavior, model of consumer behavior, consumer buying process, factors influencing consumer behavior. Business buyer behavior: major types of buying situation, business buyer decision process, factors influencing business buyer behavior.

Unit 5: Segmentation, Targeting and Positioning Strategies

5 LHs

Concept, process, requirements of market segmentation. Bases for segmenting consumer and organizational markets. Segment evaluation, 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: features 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

Unit 7: Pricing Decisions**4 LHs**

Concept of price and pricing. Factors affecting pricing decisions: Internal and external price factors. Pricing approaches-cost-based, value-based and competition-based approaches. New product pricing decisions. Initiating and responding to price changes. Pricing practices in Nepal.

Unit 8: Distribution Decisions**4 LHs**

Concept and objectives of distribution, channel designs for consumer and industrial products. Channel selection factors. Concept and components of marketing logistics: transportation, warehousing, inventory management, order processing, and customer services decisions. Distribution practices in Nepal.

Unit 9: Promotion Decisions**5 LHs**

Concept and objectives of promotion. Promotion mix components. Factors affecting determination of promotion mix. Advertising: Nature and objectives. Nature and process of personal selling. Nature and objectives of sales promotions. Sales promotion tools and techniques. Nature, and tools of public relations. Concept, and methods of direct marketing. Promotion practices in Nepal.

Suggested Readings

Kotler and Armstrong, **Principles of Marketing**, Prentice Hall of India, New Delhi, India.
Stanton, Etzel and Walker, **Fundamentals of Marketing**, McGraw Hill, New Delhi, India

BNK 211: Banking Law

Credits: 3
Lecture Hours: 48

Course Objectives

This Course provides an overview of the legislative provision of bank and financial institution, and fundamental banking laws and regulation. This course familiarize with the basic concept of banking laws in local context as well as international market. It highlights major regulation and policies issued by central bank to protect financial system.

Course Description

This course contains introduction of banking law, central bank and legal system, structure and formation of bank and financial institutions, major banking law, bank regulation and central bank policy for bank FIs, legal provision relating to negotiable instrument, bank and customer relationship, bank lending and securities, legal aspect of trade finance and emerging challenges in banking business.

Course Details

Unit 1: Introduction

5 LHs

Meaning and concept of bank and financial institutions, significance of banking laws and regulations, overview of the role of government in regulating the banking sector, historical development and evolution of banking laws and regulations in Nepal, key events and legislation that shaped the banking industry.

Unit 2: Regulatory Authorities in Banking

5 LHs

Central bank and its role in banking regulation, Ministry of Finance and other regulatory agencies and their functions, establishment and composition of BOD in Nepal Rastra Bank, function and legal power of Nepal Rastra Bank, Nepal Rastra Bank relationship with government and other agencies.

Unit 3: Structure and formation of Bank and Financial Institutions

5 LHs

Licensing Policy for bank and financial institutions, capital requirement eligibility criteria and fit proper test for potential promoter, types of bank and FIs, functions of bank and FIs as per BAFIA 2073, composition of BOD, roles and responsibilities of BOD.

Unit 4: Major Banking Law

6 LHs

Nepal Rastra Bank Act 2058, Bank and Financial Institution Act (BAFIA) 2073, Banking Offense and punishment Act, 2064, Anti-Money laundering Act 2008, Foreign Exchange Act 2019 Company Act 2063.

Unit 5: Bank Regulation and Central Bank Policy for Bank and Financial Institutions 5 LHs

Concept, need and significance of regulation, Impact of deregulation, major prudential regulation of central bank, capital adequacy, loan classification and provisioning, corporate governance, blacklisting.

Unit 6: Legal Provision Relating to Negotiable Instrument **LH 4**

Concept of Negotiable Instruments: Cheque, Draft, Bills of exchange, Promissory note, letter of credit. Validity and dishonored of cheque, right and duties of various parties involved in instruments, impact and legal action for miss using negotiable instruments.

Unit 7: Bank and Customer Relationship **LH 5**

Legal nature of bank and customer relationship, trustee-beneficiary, agent-principal, debtor- creditor, special types of customer(individual, corporate, Government, NGO etc.) Account opening and closing procedure. Know Your Costumer- KYC, provision of deposit insurance in Nepal.

Unit 8: Bank Lending and Securities **LH 6**

Procedure for bank lending, credit policy guideline, credit sanction limit and authority, legal procedure for recall and recovery of banks loan, meaning and definition of collateral and security, legal features of collateral and security, generally accepted security in Nepalese banking.

Unit 9: Legal aspect of Trade Finance **LH3**

Letter of credit, Bank guarantee, Basic features, Parties involves in various trade finance, Roles and responsibilities of parties.

Unit10: Emerging Issues in Banking Regulation **LH 4**

Cyber security and data protection, banking fraud, climate change and sustainability considerations in banking regulations, Anti-money laundering (AML) and terrorism financing, E-banking, Technology and Innovation in banking regulation, prudential regulations

Suggested Readings:

Gupta, S.N. *The Banking law on Theory and Practice*, Universal.

Rose, P. S. *Commercial Bank management*. New York: McGraw-Hill.

Regmi, R. R. *Banking law of Nepal*. Kathmandu: Lumbini Pustak

Padmalatha S., and Paul, J. *Management of Banking and Financial Services*. New Delhi:

Dorlingkindersley

Indian Institute of Banking & Finance. *General Bank Management*. Macmillan.

Nepal Rastra Bank Act 2058,

Bank and Financial institution Act 2063,

Banking Offense Act, 2064

Foreign Exchange Act 2019

Negotiable Instrument Act

Antimony laundering Act, 2008

Company Act 2006 A.D.

Nepal Rastra Bank-(2015), Unified Directives for Bank and financial institution, Nepal Rastra Bank,Nepal.

NRB (2005), Nepal Rastra Bank in Fifty Years, Sajha Prakashan, Pulchowk, Lalitpur, Nepal.

MEM 205: Social Entrepreneurship

*Credit: 3
Lecture Hours: 48*

Course Objectives:

The Course introduces the concepts and the different organizational models for Social Entrepreneurship ventures. It explores how to address social problems; connect stakeholders; establish a self-sustained financing approach; measure and grow the social impact in the community or society; develop a social business model for a social cause. It examines the social enterprise's role and impact in society.

Learning Outcomes:

At the completion of this course, students will be able to:

- Identify and examine real-world social problems and how to articulate them in social causes and social ventures.
- Build an awareness of the stakeholders as essential elements of the problem-solving process.
- Differentiate types of social organization models.
- Develop a social business model/plan, identifying necessary resources, interconnecting diverse stakeholders, and taking action toward implementing your ideas.
- Apply a self-sustaining approach to financing a social venture.

Learning strategies/ Tools of Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Preparation of social business model with pitching new ideas from social problem
- Case analysis and discussion
- Term paper writing
- Presentation: Individual and group work
- Group projects with SBM Case Project
- Assignment and thematic presentation

Course Details:

Unit 1: Introduction to Social Entrepreneurship

8 LHs

Introduction and Meaning of Social Entrepreneurship; the Perspective of Social Entrepreneurship; Evolution of Social Entrepreneurship; Social Entrepreneurship in Practice; Social Problems in Nepal.

Unit 2: Social Issues and Problems

8 LHs

Concept and understanding of social issues and problems; Need for identifying social issues and problems; Identify Market Opportunities for social cause; Idea Generation and Validation Techniques; Opportunity Recognition from social issues and problems; Measuring the Social Impact

Unit 3: Social Business Model Development

8 LHs

Social Business Model: Concept and Features; Components of Social Business Model; Lean Canvas Model and Value Proposition Design; Lean Startup Methodology; Relate the social cause to social business model; Develop the SBM for case project

Unit 4: Market Analysis and Customer Validation**6 LHs**

Market Research: Segmentation, Positioning, Targeting and branding; Features of Social Entrepreneurial Marketing; Customer Discovery and Validation for Social Business and entrepreneurship

Unit 5: Business Planning and Pitching**8 LHs**

Concept of Social Business Plan; Contents of Social Business Plan; Developing a Social Business Plan; Pitch Deck Development and Presentation Skills for Business Plan for Social Cause; Financial Projections and Budgeting; Funding the Social Venture and Self-sustaining Financing Approach; Scaling up a Social Venture

Unit 6: Tourism Entrepreneurship and Agri-Preneurship in Nepal**10 LHs**

Meaning of Tourism Entrepreneurship; Policy Measures for Tourism Entrepreneurship in Nepal; Eco-Tourism/Nature Tourism/Rural Tourism; Need for Developing Agri-Preneurship in Nepal; Opportunities for Developing Agri-Preneurship as a social entrepreneurship in Nepal; Contribution of Tourism Entrepreneurship and Agri-Preneurship in Nepalese Economy

Suggested Readings

Yunus, Muhammad (2010) Building Social Business: The New Kind of Capitalism that Serves the Humanity's Most Pressing Needs. NY: PublicAffairs.

Martin L.R.; Osberg, S.R. (2015). Getting Beyond Better: How Social Entrepreneurship Works. MA: Harvard Business Review Press.

MacMillan, I.; Thompson, J. (2013). The Social Entrepreneur's Playbook: Pressure Test, Plan, Launch and Scale your Enterprise. PA: Wharton Digital Press.

The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries (Audio), September 13, 2011, USA

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers (The Strategyzer series) by Alexander Osterwalder and Yves Pigneur, July 13, 2010, John Wiley and Sons, USA

MKM 201: Consumer Behavior

Credits: 3

Lecture Hours: 48

Course Objectives

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

This course includes introduction to consumer behavior, consumer buying decision process. It includes problem recognition, information search, alternative evaluation and choice, post purchase behavior. It also includes individual determinants as well as group and family influence plus social and cultural influences.

Course Details

Unit 1: Introduction to Consumer Behavior

4 LHs

Concept and nature of consumer behavior. Differences between consumer buying and organizational buying. Application of consumer behavior knowledge in business decisions, marketing management, social marketing, and public policy decisions. Consumer right and movement.

Unit 2: Consumer Buying Decision Process

4 LHs

Consumer buying decision processes in high-involvement and low involvement purchase. Problem/Need recognition: Types of problems recognition, results of problem recognition, problem recognition under low involvement conditions. Marketing implications of problem recognition: measuring problem recognition, activating problem recognition and utilizing problem recognition information.

Unit 3: Information Search

5 LHs

Concept of information search. Types of consumer search activities: pre-purchase search, ongoing search, internal search, external search. The information evaluation process: evaluation criteria, alternatives available, alternative characteristics. Sources of consumer information. Information search in internet. Marketing implications of the information search process.

Unit 4: Alternative Evaluation and Choice

7 LHs

Consumer's choice: rational choice, affective choice, attribute based choice, attitude based choice. Criteria for Evaluation and its measurement. Decision rules for attribute-based choices: conjunctive and disjunctive decision rule, elimination-by-aspects decision rule, lexicographic decision rule, compensatory decision rule. Marketing strategies in evaluation and choice.

Unit 5: Post Purchase Behavior**6 LHs**

Post purchase evaluation: consumer satisfaction and dissatisfaction, consumer complaint behavior. Post purchase dissonance; reasons and remedies. Product disposition: disposition methods and marketing strategies.

Unit 6: Individual Determinants of Consumer Behavior**9 LHs**

Consumer Motivations: Nature and role of consumer motives. Consumer learning: concept of learning and principal elements of learning. Consumer perception: nature and process of perception. Personality: nature and types of consumer personality, consumer personality and brand personality. Consumer attitude: concept and characteristics of attitude, sources of attitude development.

Unit 7: Group and Family influences**6 LHs**

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

Unit 8: Social and Cultural Influences**7 LHs**

Characteristics of culture. Social class influence in consumer behavior. Social classes in Nepal and their consumption behavior. Cultural and sub-cultural influences. Characteristics of culture. Cultural and sub-cultural influences. Nepalese core cultural values and adopted cultural values and their implications in consumer behavior.

Suggested Reading

David L. Loudon & Albert J. Della Bitta, *Consumer Behavior*. McGraw-Hill Education,
David L. Mothersbaugh & Del I. Hawkins, *Consumer Behavior*. McGraw-Hill Education, New York.

P. C. Jain & Monika Bhatt, *Consumer Behaviour*. New Delhi: S Chand and Company Pvt. Ltd.

MKM 209: Retail Marketing

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide knowledge and skills to students in the area of retail marketing required specially for the big retail institutions.

Course Description

This course includes an introduction, consumer behavior, and retail operations, the management of service and quality in retailing, retail marketing mix, the retail product, and retail brand, merchandise management, retail pricing, retail communication and promotion, retail distribution and supply chain management and consumerism and ethic in retailing.

Course Details

Unit 1: Introduction

5 LHs

Concept of retailing, characteristics of retailing. Types of retailers. Growing importance of retail industry. Dynamism in retailing: environmental theory, cyclical theories, and conflict theory. Retailing and marketing – strategic approach to retail marketing.

Unit 2: Consumer Behavior and Retail Operations

5 LHs

Consumer behavior in retail context- simple model of retail purchase, time taken to shop, buying roles buying decision process and its implications for retail management, influences on the consumption process: motivational forces, demographic factors, social class, family influence, psychographics, role of children, social influence.

Unit 3: The Management of Service and Quality in Retailing

8 LHs

Service components in retailing: tangible – intangible continuum, service quality management – Model of perceived serviced quality, quality gap model: the Gronroos model of perceived quality management and the Parasuraman, Zeithaml and Berry model, implementation of service management, growing emphasis on quality control, characteristics of retail quality, quality auditing system, service recovery in retail context.

Unit 4: Retail Marketing Mix, the Retail Product and Retail Brand

6 LHs

Concept of retail marketing mix, marketing mix for retail services, retail products and its break down, concept of retail brand, role of branding in retail business, retail brand positioning, brand loyalty, brand personality, consumers' concept of self image, brand proposition, managing brands over their life cycles, brand updating, brand extension.

Unit 4: Merchandise Management**6 LHs**

Merchandise management concept, methods of planning and calculating inventory levels, merchandiser skills and profile, category management, range planning, space allocation, merchandise assortment and support, negotiating the purchase.

Unit 5: Retail Pricing**5 LHs**

Concept of retail price, price sensitivity, factors affecting price sensitivity, approaches to retail pricing, pricing and the relationship to value, mark down policy consideration for retailers.

Unit 6: Retail Communication and Promotion**5 LHs**

Objectives of retail promotion, promotional budget approaches communication effects, advertising, sales promotion, retail marketing and loyalty schemes, design and implementation of relationship marketing scheme, s personal selling, public relations.

Unit 7: Retail Distribution and Supply Chain Management**4 LHs**

Channels and channel flows, supply channel, growth of channel relationship and partnership, distribution logistics and stock control, retail logistics: the cost structure.

Unit 8: Consumerism and Ethic in Retailing**4 LHs**

The different pressures for a company to be socially responsible, criticism of marketing activities, product misuse and safety issues, green issues, acceptability of societal marketing approach, corporate social responsibility

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

Suggested Books

Gilbert, D. (2012). *Retail Marketing Management*. New Delhi: Pearson Education, Prentice Hall of India Limited.

Bajaj, C., Tuli, R., & Srivastava, N. V. *Retail Management*. New Delhi: Oxford University Press.

Berman, B. R. *Retail Management: A Strategic Approach*. New Delhi: Pearson Education, Prentice Hall of India Limited.

Harjit Singh. *Retail Management: A Global Perspective*. New Delhi: S Chand and Company Limited.

Levy, M., Weitz, B. A., & Pandit, A. . *Retailing Management*. New Delhi: Tata McGraw Hill Education Private Limited.

Tribhuvan University
Faculty of Management
Office of the Dean



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

IT 232: Database Management System	3 Cr. hrs
MGT 236: Business Environment	3 Cr. hrs
MGT 237: Entrepreneurship & Business Resource Mapping	2 Cr. hrs
MGT 238: Practicum on Business Plan	1 Cr. hr

Focus Area Courses II

..... 3 Cr. Hrs

- Bank Operations and Cooperative Management (BNK) (any one of these two)
 - BNK 217: Cooperative Management
 - BNK 220 Security Analysis and Portfolio Management
- Sales and Marketing (MKM) (any one of these two)
 - MKM 216: Rural Marketing
 - MKT 217: Fundamentals of Advertising
- Insurance and Risk Management (INS) (any one of these two)
 - ISN 212: Insurance Broking and Bancassurance
 - INS 222: Nonlife Insurance
- Entrepreneurship and Enterprise Development (EED)
 - EED 220: Micro-finance & Cooperatives
- Accounting (ACS) (any one of these two)
 - ACS 201: Taxation in Nepal
 - ACS 203: Corporate Accounting

October 2024

ACS 201: Taxation in Nepal

Credits: 3

Lecture Hours: 48

Course Objectives

The course aims to impart the knowledge of general principles and practices of taxation in Nepal and develop in them the fundamental skills required to solve practical problems regarding direct and indirect taxation with basic knowledge of tax planning and tax administration.

Course Description:

This course covers introduction of taxation that covers sources of financing in Nepal, direct and indirect tax and different basic terms used in tax act. It also incorporates corporate income tax that covers all required items related to computation of tax liability of any types of entities. Similarly it covers customs duties, excise duties tax planning, capital gain, panel provision and tax assessment and return of income.

Course Details

Unit 1: Introduction

8 LHs

Concept and definition of tax; Sources of financing in Nepal; Difference between Tax, duty, charge and fee; Direct tax and indirect tax, Impact of direct and indirect tax in Nepalese economy, Tax on capital (Tax on land, land transfer, motor vehicle, house and land tax). Income year and assessment year, difference between withholding and final withholding payment, exempt amount, exempt organization, differences of retirement fund, retirement contribution and retirement payment.

Unit 2: Historical knowledge of income tax law in Nepal

4 LHs

Business, Profit and Remuneration Tax Act 2017, Nepal income Tax Act 2019, Income Tax Act 2031, Income tax Act 2058, Income Tax Rules 2059.

Unit 3: Corporate Income Tax

12 LHs

Introduction and Development of corporate income tax; Exemptions, concessions, reduction, deductible and non-deductible expenses, tax credit, rebates, tax Rates and set off loss, treatment and carry forward of losses, inter-source and inter-head adjustments within country and outside country; Tax exempted institutions; Tax deduction at source and its treatment; Computation of assessable income, taxable income and tax liability under business other than proprietorship firm,. Total taxable income and total tax liability.

Unit 4: Customs Duties

4 LHs

Introduction and evolution of Customs; Import and export procedures; Provisions regarding Jhitigunta; Classification of commodities under harmonized system, valuation system, customs tariff (Tax Rate Structure), exemptions, fine and penalties and appeal; Customs administration, Bonded warehouse, Automated System for Customs Data (ASYCUDA), WTO customs valuation system.

Unit 5: Excise Duties

4 LHs

Introduction and evolution of excise; Classification of excisable products; Obtaining of license and its termination; Determination of factory price; Physical control system; Method of excise Assessment; Recovery ratios, exemptions, fines and penalties.

Unit 6: Concept of Tax Planning and Tax Management

4 LHs

Concept of tax planning, tax management and scope and significance; Tax evasion, tax avoidance, tax delinquency; Difference between tax planning and tax evasion, Tax planning and tax avoidance and tax planning and tax management (only theoretical explanation).

Unit 7: Capital Gain Tax

4 LHs

Concept of capital gain and capital gain tax; Computation of capital gain on disposal of depreciable assets, business assets, non-business chargeable assets; Provisions for adjustment and carry-forward of capital loss, Applicable tax rates for individual and entities (with numerical examples)

Unit 8: Penal Provision, prize and other incentives

5 LHs

Concept of penalty and offence; Provision of interest for underestimating tax payable by installment and delay or fail to pay tax. Provision for fee charge for failure to maintain documentation or file statements or returns of income, for making false or misleading statements, For aiding or abetting or inducing another person to commit and offence, Provision for criminal offences for; failure to pay tax, making false or misleading statement, authorized and unauthorized person, aiding or abetting, failure to comply with Act. Provision of prize and other incentive. ((With numerical examples)

Unit 9: Tax assessment and return of income

3 LHs

Concept of tax assessment: Methods of tax assessment; self- assessment, Jeopardy assessment/ best judgmental assessment and amended assessment.

Concept of return of income: extension of time to final return of income: return of income not required. Procedures of online final return and E- TDS (use www.IRD.Gov.np).

Suggested Readings

- Nepal Government. *Income Tax Act 2058 with amendments*. Kathmandu: Ministry of Law, Justice and Constituent Assembly
- Nepal Government. *Income Tax Rules 2059 with amendments*. Kathmandu: Ministry of Law, Justice and Constituent Assembly
- Nepal Government. *Customs Duty Act 2064 with amendments*. Kathmandu: Ministry of Law, Justice and Constituent Assembly
- Nepal Government. *Excise Duty Act 2058 with amendments*. Kathmandu: Ministry of Law, Justice and Constituent Assembly
- Dhakal, K.D., Bhattarai, I, Koirala, G.P., & Bhattarai, R. (Updated Edition). *Corporate Taxation with Tax Planning*, Kathmandu: Asmita Publication
- Regmi, G. N., & Bharati, C. B., (Updated Edition) *Corporate Taxation*, Kathmandu: KEC publication.
- Sapkota, P. P., & Sharma, J. (Updated Edition). *Corporate Taxation in Nepal*, Kathmandu: dreamland publication.
- Lekhi, R.K. (Updated Edition). *Public Finance*, New Delhi: Kalyani Publishers
- Prasad, B. (Updated Edition). *Direct Taxes: Laws and Practice*, New Delhi: Vishwa Prakashan.
- Singhaniya, V.K. (Updated Edition). *Direct Taxes: Laws and Practice*, New Delhi: Taxman Publication Pvt. Ltd.

ACS 203: CORPORATE ACCOUNTING

Course: Concentration

Lecture hours: 48

Credit Hour: 3

Full Marks: 100

Pass Marks: 50

Course Objectives

The objectives of the course are to provide the students with a detailed knowledge of accounting principles, standards and their application to develop ability and skills in corporate world. On completion of this course the students will be able to gain the knowledge of corporate accounting. The course further attempts to provide sound knowledge of new trends of accounting. It helps them to understand the concept of business combinations and to prepare the consolidated financial statement.

Course Description

This course contains various aspects of company accounts, shares and debentures, valuation of goodwill and shares, new trends in accounting and price level changes in accounting.

Course Details

Unit 1: Introduction

4 LHs

Corporate accounting: concept, objectives, importance and limitations, steps involved in corporate accounting; Corporate Financial Reporting: requirements of corporate reporting, recent trends in financial reporting; Corporate social responsibility; Accounting Standards: Concept, need, nature, issues and classification; Nepalese Accounting Standards (NAS), International Accounting Standards (IAS), Relative aspects of NAS and IAS.

Unit 2: Shares and Debenture

5 LHs

Share capital: concept, importance, types (equity and preference); Book building, DEMAT shares and employee shares; Concept of share premium, share discount, bonus shares, right shares and underwriting; Redemption and conversion of preference shares Debentures: concept, importance and types of debentures; concept of debenture premium and debenture discount, redemption and conversion of debentures; Differences between shares and debentures.

Unit 3: Valuation of Goodwill and Shares

6 LHs

Goodwill: concept, features and need for valuation of goodwill and shares, Factors affecting the value of goodwill and accounting treatment; Methods of valuing goodwill: Average profit method, super profit method, capitalization method, annuity method; Valuation of shares: concept and need, Factors affecting value of shares; Methods of valuation of shares: net assets method, yield method, earning capacity method.

Unit 4: Various aspects of Company Accounts

15 LHs

Company expansion through Amalgamation and Absorption: meaning and concept; Purchase consideration: concept and determination; Accounting treatment in the books of both Purchasing and Vendor Company; Preparation of Balance Sheet by Purchasing Company.

Internal and external reconstruction: Meaning, importance, need and accounting treatment & balance sheet after reconstruction.

Expansion through Subsidiary companies and Holding Company: Concept of Holding and Subsidiary Company, preparation of Consolidated Balance Sheet by Holding Company after due consideration of: Pre-acquisition and post-acquisition profit, Minority Interest, Cost of Control/Goodwill or Capital Reserve, Elimination of common transactions, Treatment of contingent liabilities and unrealized profit, Revaluation of assets and liabilities, Dividend from Subsidiary Company and preference shares in subsidiaries.

Corporate Liquidation: Concept and reasons for liquidation procedures of winding up as per Company Act; Liquidator's Final statement of Account: meaning, contents and preparation showing amount realized from assets realized.

Unit 5: Price Level Changes

10 LHs

Concept of Price Level Change: Inflation and Deflation; Current Purchasing Power Accounting: Concept and preparation of financial statements after Price Level Adjustments; Current Cost Accounting: Concept and determination: Current Replacement Cost, Net Realizable Value of Assets, Depreciation Adjustment, Holding Gains, Inventory Adjustment, Cost of Sales Adjustment, Monetary Working Capital Adjustment, Gearing Adjustment, Current Cost Reserve: Preparation of Current Cost Profit and Loss Account, Current Cost Balance Sheet.

Unit 6: New Trends in Accounting

8 LHs

Human Resource Accounting: Concept, objectives and benefits of HRA, Valuation of Human Resources: Historical Cost Approach, Replacement Cost Approach, Opportunity Cost, Standard Cost Approach, Present Value Approach.

Social Accounting: Concept and approaches, Social responsibilities of business, Measurement of social cost benefit, Social Accounts and Balance Sheet.

Environment Accounting: Concept, needs, scope, forms and elements of environment accounting.

Forensic Accounting: Concept, functions, needs of forensic accounting, detection techniques used in forensic accounting, critical aspects to be followed while conducting forensic accounting.

Sustainable Accounting: Concept, objectives and needs of sustainable accounting

Suggested Readings:

Jain, S. P. & Narang, K. L., (2014). *Advanced Accounting*, Vol. 11, Kalyani Publishers, New Delhi.

Shegal, A. (2011). *Fundamentals of Corporate Accounting*, Taxmann publications Pvt. Ltd.

Shukla, Grewal & Gupta, (2017). *Advanced Accounting*, S. Chand and Co., New Delhi

BNK 217: Cooperative Management

Credit: 3

Lecture Hours: 48

Course Objective

This course aims to provide students with a foundation of cooperative operation and management. It also aims to familiarize students with the techniques of performance evaluation of a cooperative and existing rules and regulations related to cooperatives in Nepal.

Course Description

This course begins with the basic concept, features, principles functions and thoughts of the cooperative. It also deals with the functioning of different types of cooperatives, management of cooperatives, and operation of financial cooperatives, cooperative accounting, auditing, and reporting. Further the course highlights the regulation of cooperatives in Nepal.

Course Details

Unit 1: Introduction to Cooperative

LH 10

Concept and features of cooperatives; Cooperative principles; Functions of cooperatives; Difference between cooperatives and other businesses; Cooperative thoughts: Cooperative thoughts of Robert Owen, Charles Fourier, and William King; Raiffeisen Societies, Schulze–Delitzsch Societies. Rochdale model; Cooperative values; Role of cooperatives in women empowerment, poverty reduction, resource mobilization, community awareness, and entrepreneurship development.

Unit 2: Types of Cooperatives

LH 5

Major types of cooperatives: producers cooperative, consumer cooperative, worker cooperative, agricultural cooperative, saving and credit cooperative, and multipurpose cooperative; Process of registration of cooperative association in Nepal.

Unit 3: Savings and Credit Cooperatives

LH 8

Nature of saving and credit cooperatives, saving products, loan products; Lending process: loan application, the decision by executive committee or loan sub-committee, personal guarantee, group guarantee, and collateral system, loan disbursement, repayment system, monitoring, and recovery; Loan loss provision; Agency service in cooperatives: branchless banking service of commercial banks, Bills payment, and money transfer services.

Unit 4: Cooperative Management

LH 10

Functions of Management applied to Cooperative; Planning, departmentation, coordination and decision-making process; Types of general meeting: Preliminary general meeting, annual general meeting, and special general meeting; Meeting of executive committee and other sub-committees, staff meeting, meeting operating procedures; Human resource management; Cooperative education and training: meaning and significance of member education, need and importance of cooperative training, institutional arrangements for cooperative training; Office management: Registration, dispatch and correspondence, store management.

Unit 5: Cooperative Accounting, Auditing and Reporting

LH 10

Introduction to the cooperative accounting system; Major financial statements: income statement and Balance sheet; Reserve funds and other funds; Importance of auditing in cooperatives; Internal audit and external auditing in cooperatives; Rights, duties and responsibilities of audit committee in cooperative; preparation of reports of internal audit; Preparation of annual report; Performance evaluating using PEARLS system.

Unit 6: Cooperative Regulation

LH 5

Concept of regulation and supervision; Need for regulation and supervision; Federal structure of cooperative regulation, major highlights of Cooperative Act 2074 and Cooperative Rules 2075; Cooperative directives.

Suggested Readings

Hajela T.N. *Cooperation: Principles, Problems and Practice*. New Delhi: Konark Publishers, John A. Winfred & Kulandaisamy. V. *History of Cooperative Thought*. Coimbatore: Rainbow Publications.

Kamat, G. S. *New dimensions of cooperative management*. India: Himalayan Publishing House.

Mathur B.S. *Cooperation in India*. India: Sahitya Bhavan Publishers, Agra.

Nakkiran S. *Cooperative Management: Principles and Techniques*. Delhi: Deep & Deep Publication

Paudel, D. G. P. (2022). Sixty-five Years of Nepalese Cooperative Movement. *Available at SSRN 4061643*.

Thakuri, C. B. (2010). *An Anatomy of Cooperative Movement in Nepal*. Kathmandu: Upkar Prakashan.

Cooperative Act 2074

Cooperative Rules 2075

Directives and circulars issued by Division Cooperative

BNK 220: Security Analysis and Portfolio Management

Credits: 3

Lecture Hours: 48

Course Objectives

The aim of this course is to provide students the fundamental knowledge on security analysis and portfolio management. Specifically, it aims at enabling students to understand investment environment, estimate risk and return from the securities, perform fundamental analysis and appraise them to form and manage portfolio.

Course Description

This course begins with a process and components of investment environment viz. financial assets, intermediaries and markets,. Then it deals with the risk and return of an individual asset as well as that of portfolios, and the selection of optimal portfolio. It also deals with valuation of debt and equity securities. Finally, it presents the framework of analyzing the economy and the industry in which investments are made and concept of behavioural finance and technical analysis.

Course Details

Unit 1: Introduction

LH 4

Meaning of investment; The investment process; Real assets and financial assets; Types of financial assets; Financial intermediaries; Financial markets; Major players in the financial markets.

Unit 2: Securities Markets

LH 8

Concept and types of securities markets; Trading of securities; Types of orders; Trading mechanisms; Trading costs; Buying on margin; Short sales; Construction of stock market indexes – price-weighted index, value-weighted index, equally-weighted index; Functions of Nepal Stock Exchange; and Role of Nepal Securities Board.

Unit 3: Risk and Return

LH 6

Concepts of risk and return; Measuring investment returns: holding period return, returns over multiple periods, annualizing rates of return, expected return, time series of return; Inflation and real rates of return; Measuring risk: variance, standard deviation, coefficient of variation; and Return and risk of a portfolio of risky and risk-free assets.

Unit 4: Efficient Diversification and CAPM

LH 7

Diversification and portfolio risk; Asset allocation with two risky assets; Covariance and correlation; The risk-return trade-off with two-risky-assets; The mean-variance criterion; The optimal risky portfolio with a risk-free asset; Efficient diversification with many risky assets; The efficient frontier of risky assets; Choosing the optimal risky portfolio; The Capital Asset Pricing Model: the model, assumptions, implications, and the security market line.

Unit 5 : Fixed Income Securities**LH 5**

Concept and types of fixed income securities, Bond pricing; Bond yields; and Bond duration.

Unit 6: Common Stock Valuation**LH 6**

Fundamentals of common stock valuations; Intrinsic value versus market price; Dividend discount models: the constant-growth and multistage growth models; Price–earnings ratios.

Unit 7: Macroeconomic and Industry Analysis**LH 5**

Domestic macro economy; Government policy: fiscal policy and monetary policy; business cycles; Economic indicators; Industry analysis: meaning and significance, sensitivity to business cycle, sector rotation, industry lifecycles, and industry structure and performance.

Unit 8: Behavioural Finance and Technical Analysis**LH 7**

Concept of behavioural finance; Technical analysis, Underlying assumptions; Technical vs fundamental analysis; Technical trading rules and indicators: contrary-opinion rules, follow the smart money, momentum indicators, stock price and volume techniques.

Suggested Readings

Bodie, Z., Kane, A., & Alan, J. M. *Essentials of investments*. New York: McGraw Hill.

Gitman, L. J., Joehnk, M. D., & Smart, S. B. *Fundamentals of investing*. New Delhi: Pearson Education.

Reilly, F. K. & Keith, C. B. *Investment analysis and portfolio management*. New Delhi: Cengage Learning.

EED 220 : Micro-finance & Cooperatives

Credit: 3
Lecture Hours: 48

Course Objective

This course aims to offer students a thorough understanding of the principles and practices underlying microfinance and cooperative enterprises. Through an exploration of the historical evolution, core products and services, management strategies, and operational dynamics of microfinance and cooperatives, students will gain insights into their significant role in economic development. Special attention will be given to examining the challenges and opportunities facing cooperatives and microfinance initiatives within the unique context of Nepal. Additionally, students will have the valuable opportunity to apply their theoretical knowledge in real-life settings through field visits to microfinance programs or cooperatives.

Learning Outcomes

The student will be equipped with the conceptual and real world foundations after the completion of the course. They will come to know the practices of microfinance and cooperatives in Nepal and abroad which will help them to operate micro and cooperative enterprises after completion of the course.

Learning Strategies and Tools for pedagogy

The convener of the course should follow the lecture method, project work development, adopt idea pitching workshops and simulation for operating microfinance and cooperative organizations.

- Case analysis and discussion
- Individual and group presentation
- Review of periodicals, business journals and magazines and previous empirical articles and presentation are the regular phenomena of the class room activities.
- Review of related law and their presentation is considered as an important pedagogy for leveraging the knowledge of the students.

Course Details

Unit 1: Introduction of Microfinance

6 LHs

Meaning and Importance of Microfinance; Principles of microfinance; History of microfinance; Microfinance models; Microfinance clients; Institutional and welfarist approach of microfinance; Formal, Semi-formal and informal microfinance providers; Microfinance and poverty.

Unit 2: Microfinance Products and Services

6 LHs

Loan products; Saving products; Insurance; Remittances; Micro leasing; Non-financial services; Joint liability group lending modality of microfinance; Microfinance product development process; Uses and forms of savings by the poor; Importance of insurance products for microfinance clients.

Unit 3: Measuring Impacts of Microfinance

5 LHs

Issues of impact evaluation in microfinance; Impact assessment; Grading process, principles and indicators; Ratio analysis; Over-indebtedness; Client protection principles; Responsible financial and social performance management.

Unit 4: Microfinance in Nepal

6 LHs

Evolution of microfinance in Nepal; Microfinance Models in Nepal; Types of microfinance institutions in Nepal; Major products and services of MFIs in Nepal; Major regulatory provisions about microfinance in Banks and Financial Institutions Act (BAFIA) and NRB Unified directives for MFIs; Issues and challenges in microfinance of Nepal.

Unit 5: Microfinance in action

4 LHs

Microfinance field visit; Microfinance program operation; Group formation and management of center meeting; Clients transformation through microfinance; Issues in microfinance field management; Reporting microfinance field visit.

Unit 6: Introduction to Cooperatives

4 LHs

Concept of cooperatives; Characteristics of cooperatives; Functions of cooperatives; Role of cooperatives in socio-economic aspects; Difference between cooperatives and investor-owned businesses; Rochdale Model of cooperative; Seven basic cooperative principles; History of cooperative movements in Nepal; International cooperation and partnership among cooperatives.

Unit 7: Forms of Cooperative**5 LHs**

Formation, renewal and termination of cooperatives in Nepal; Producer cooperatives; Consumer cooperatives; Financial cooperatives; Labour cooperatives; Marketing cooperatives; Agriculture cooperatives; Housing cooperatives; Multipurpose cooperatives.

Unit 8: Governance and Regulation of Cooperatives**7 LHs**

Cooperative governance structures: Board of Directors, General Assembly, Committees; Roles and responsibilities of cooperative members and leaders; Need for regulation and supervision; Department of cooperatives, Nepal Rastra Bank as cooperatives regulator; Federal structure of cooperative regulation: Provincial and Local level structure of cooperative regulation; Ministry for land management, Agriculture and cooperatives; Cooperative directives; Cooperative meetings: Preliminary general meeting, Annual general meeting, and Special general meeting; Executive committee meeting and meeting of account supervisory committee.

Unit 9: Emerging Issues and Challenges in Cooperatives**5 LHs**

New frontiers in cooperatives: Women empowerment, Poverty reduction, Local Resource mobilization, employment generation, good governance, Community awareness, Digitalization, and Entrepreneurship development; Problems encountered by cooperatives; Social responsibilities; Ethical issues in the cooperative industry of Nepal; Best practices in cooperatives; Prospect of cooperative.

Suggested readings

Mishra, P.K. (2019). *Microfinance Management*. New Delhi: Cengage India Ltd.

Ledgerwood J., Earne J., Candace N. (eds.), (2013). *The New Microfinance Handbook: A Financial System Perspective*. Washington D.C.: World Bank.

Hajela T.N. (2016). *Cooperation: Principles, Problems and Practice*, 8th Ed. New Delhi: Konark Publishing House.

Thakuri, C. B. (2010). *An Anatomy of cooperative Movement in Nepal*. Kathmandu: Upkar Prakashan.

Paudel, D. G. P. (2022). Sixty-five Years of Nepalese Cooperative Movement. Available at SSRN 4061643.

NRB Publications

Publications of Cooperative Department

IT 232: Database Management System

(BBM 6th semester)

Credits:3
Lecture Hours: 48

Course Objective

The main objective of this course is to introduce different concepts of database, data modeling with ER diagram, features SQL, normalization, transaction processing, concurrency control, and database recovery

Course Description

The course covers different concepts of database management systems including database system concepts and architecture, ER diagram, relational model, SQL, normalization, transaction processing, concurrency control, and database recovery.

Course Details

Unit 1: Database Concepts and Architecture

5 LHs

Database, Database Management System, Database Users, and Benefits of Databases; Data Models, Schemas, and Instances; Three-Schema Architecture and Data Independence; Database Languages and Interfaces; the Database System Environment; Centralized and Client/Server Architectures for DBMSs; Classification of Database Management Systems.

Unit 2: Data Modeling Using Entity-Relational Model and Relational Model

10 LHs

Using High-Level Conceptual Data Models for Database Design; Entity Types, Entity Sets, Attributes, and Keys; Relationship Types, Relationship Sets, Roles, and Structural Constraints; Weak Entity Types; ER Diagrams, Naming Conventions, and Design Issues; Relationship Types of Degree Higher Than Two; Concepts of Specialization and Generalization; Constraints and Characteristics of Specialization and Generalization; Converting ER Schema to Relational Schema; Structure of the Relational Database.

Unit 4: SQL

12 LHs

Data Definition and Data Types; Specifying Constraints; Basic Retrieval Queries; Complex Retrieval Queries; INSERT, DELETE, and UPDATE Statements; Views.

Unit 5: Relational Database Design

10 LHs

Informal Design Guidelines for Relational Schemas; Functional Dependencies; Normal Forms Based on Primary Keys; General Definitions of Second and Third Normal Forms; Boyce-Codd Normal Form; Properties of Relational Decomposition.

Unit 6: Transaction Processing and Concurrency Control, and Recovery

7 LHs

Introduction to Transaction Processing; Transaction and System Concepts; Desirable Properties of Transactions; Serializable Schedule; Two-Phase Locking and Timestamp Ordering Concurrency Control Techniques.

Unit 7: Database Recovery Techniques**4 LHs**

Recovery Concepts; NO-UNDO/REDO Recovery Based on Deferred Update; Recovery Technique Based on Immediate Update; Shadow Paging; Database Backup and Recovery from Catastrophic Failures.

Laboratory Works:

The laboratory work includes writing SQL statements to create databases and tables, inserting and deleting data, updating data, and writing select queries.

Suggested Reading

Fundamentals of Database Systems; Seventh Edition; RamezElmasri, Shamkant B. Navathe; Pearson Education

Database System Concepts; Sixth Edition; AviSilberschatz, Henry F Korth, S Sudarshan; McGraw-Hill

NoSQL for Dummies; Adam Fowler; John Wiley & Sons, Inc.

Principles of Distributed Database Systems; M. Tamer Ozsu and Patrick Valduriez; Fourth Edition; Springer 2020

Database Management Systems; Third Edition; Raghu Ramakrishnan, Johannes Gehrke; McGraw-Hill

A First Course in Database Systems; Jaffrey D. Ullman, Jennifer Widom; Third Edition; Pearson Education Limited

MGT 236: Business Environment

BBM 6th Semester

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to equip students to examine environmental forces essentially influencing the business activities. The course provides overall concepts of firm-specific and general environmental forces and an understanding of some of the analytical tools that managers apply to understand, scan, and forecast potential influence on business, business problems and techniques to solve business problems.

Course Description

The topics include socio-cultural, economic, political-legal, technological, and global business environment incorporating business-government relations, performance of industry and agricultural sectors, business support agencies in Nepal, and financial sector policy reforms. Through a blend of theoretical frameworks, case studies, and practical applications, students will develop the analytical skills necessary to navigate the complex and dynamic landscape in which businesses operate.

Learning Outcomes:

Upon successful completion of this course, students will be able to:

- To understand fundamental knowledge and concept about Nepalese and global business environment
- To be able in applying the concept of business environmental issues in real life situation
- To know the conceptual issues and dimensions of micro and macro environment forces
- To understand the business support agencies in Nepal
- To be familiar with how environmental forces influence to business activities

Learning strategies/ Tools for pedagogy

The following tools for pedagogy are recommended to faculties and instructors to facilitate in the class rooms. The instructor should strictly follow the ongoing evaluation and assessment process as per the following dimensions

- Case development and analysis
- Thematic presentation on the contemporary issues of business environment
- Term paper writing (theoretical and conceptual) based on syllabic contents
- Project work and assignment

Course Details

Unit 1: Introduction and Framework of Business Environment

4 LHs

Introduction of business environment and its components, classification of business environment, framework of business environment; Environmental Scanning: process, techniques, methods and types; emerging business environment in Nepal.

Unit 2: Understanding Firm-specific Environment

4 LHs

Definition and scope of the firm-specific business environment; importance of understanding the internal dynamics of firms; organizational structure; organizational culture, role of culture in shaping employee behaviour and organizational performance, cultural alignment and strategic fit; operations management, operations management principles, production processes and capacity planning, supply chain management and logistics, quality management and continuous improvement; human resource management, human competencies and resources.

Unit 3: Understanding Macro Environment

a. Macroeconomic Environment

12 LHs

Dimensions of Nepalese economy; employment trends and labour market issues, labour migration on economic imbalance; economic development plans; industry and agricultural sectors-performance; 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; constitutional arrangement for economic environment in Nepal.

b. Political-Legal Environment

5 LHs

Political structure in Nepal; political structure of Nepal and business-government relations in different levels of governments; political risks involved with Nepalese political environment; Legal provisions on business start-ups, market regulation, and competitive environment; legislations relating to labour, finance, investment, intellectual property, e-business, and consumer protection.

c. Socio-cultural Environment

5 LHs

Components of socio-cultural environment: shifting marriage age, female education, changing family structure and size, social organizations, class structure and classification, acculturation and assimilation trends in Nepalese society, socio-cultural changes and their influence on business.

d. Technology, Energy Management and Natural Environment

4 LHs

Current status of technology in Nepal, technology transfer issues, IT Policy of Nepal, natural environmental issues, energy situation in Nepal, Natural environment : concept and issues; effects of natural environment in business; environment and energy management issues in Nepal; Artificial intelligence and future of business in Nepal.

e. Global Business Environment and Nepalese Business

6 LHs

Regional grouping of nations, regional trade agreements in South Asia– SAARC, SAPTA, SAFTA and BIMSTEC; Regional grouping related issues of Nepalese

business; Concept of globalization and its trends, foreign direct investment trends and causes for low FDI inflow in Nepal, WTO membership and Nepalese business.

Unit 4: Understanding Business Support Agencies in Nepal

8 LHs

Department of Industry (DoI); Nepal Rastra Bank (NRB); Nepal Chamber of Commerce (NCC); Trade and Export Promotion Centre (TEPC); Federation of Nepalese Chambers of Commerce and Industry (FNCCI); Small and Cottage Industry Development Board (SCIDB); Nepal Trade Information Portal (NTIP); Ministry of Labour, Employment and Social Security; and Ministry of Industry, Commerce, and Supplies.

Suggesting Readings

Francis Cherunilam. Business Environment: Text and Cases. Himalaya Publishing House.

Richard Welford, Richard Starkey. Business and the Environment. Routledge

David P. Baron. Business and Its Environment. Pearson

Legal documents published by Nepal Government. Nepal Law Commission,
<https://lawcommission.gov.np/en/>

MGT 237: Entrepreneurship & Business Resource Mapping

(BBM 6th semester)

Credits: 2

Lecture Hours: 32

Course Objectives

The course is designed to equip students with the skills to identify and launch entrepreneurial ventures. It also covers different aspects of entrepreneurship and the identification of business resources. A key focus is enhancing students' abilities to identify business opportunities, develop a comprehensive business plan with business model. The course also helps to acquaint the students and map with the business demography and resources available in the country.

Course Description

The course contains an overview of entrepreneurship, creativity, innovation, legal issues for entrepreneurship development, business opportunity identification, types of business resources, tools and techniques for resource mapping and strategies.

Learning Outcomes:

Upon successful completion of this course, students will be able to:

- To understand fundamental knowledge and concept about entrepreneurship and business resource mapping
- To be able in applying the concept and skills of designing the business models
- To know the legal issues for entrepreneurship registration and development
- To understand the feasibility analysis and business opportunity identification
- To be familiar with the concept of business demography for resource mapping

Learning strategies/ Tools for pedagogy

The following tools for pedagogy are recommended to faculties and instructors to facilitate in the class rooms. The instructor should strictly follow the ongoing evaluation and assessment process as per the following dimensions

- Business plan development based on business model
- Feasibility analysis report
- Thematic presentation on the contemporary issues of entrepreneurship
- Term paper writing (theoretical and conceptual) based on syllabic contents
- Project work and assignment

Course Details

Unit 1: Introduction to Entrepreneurship

3 LHs

Entrepreneurship and entrepreneur: concept, features of entrepreneurship, and type of entrepreneur; Entrepreneurial mindset; Eco-efficiency; Ecopreneurship; Entrepreneurial process.

Unit 2: Creativity and Innovation for Entrepreneurship

4 LHs

Creativity: components of creativity, creativity techniques. Innovation: incremental versus disruptive innovation, sources of innovation, process of innovation: prompts, inspirations and diagnoses, proposals and ideas, prototyping and pilots, sustaining, scaling and diffusion, and systemic change. Linking creativity, innovation, and entrepreneurship.

Unit 3: Legal Issues for the Entrepreneurship Development

3 LHs

Legal structures: Entrepreneurship registration, types of business enterprises (sole proprietorship, partnership, company, trusts); Intellectual property: patents, trademarks, industrial design, copyright, trade secrets; other legal issues: licenses, trade practices, taxation, licensing, product safety and liability, Insurance and contracts.

Unit 4: Feasibility Analysis and Business Opportunity Identification

10 LHs

Concept, role of feasibility analysis in developing successful business ideas, product and services; industry/ target market analysis; organizational feasibility analysis; financial feasibility analysis; development of feasibility analysis template; Business opportunity identification: Techniques for identifying business opportunities, market research and analysis, analysis of feasibility of ideas; Business description: background, purpose, and objectives. Marketing component: Overall market, specific market competitive factors.

Unit 5: Types of Business Resources and Mapping

4 LHs

Human resources: Skills, teams, and leadership; Financial resources: Funding sources, budgeting, and financial planning; Physical resources: Infrastructure, technology, and equipment; Informational resources: data, information and knowledge systems; Resource mapping: concept and application.

Unit 6: Business Model and Resource Mapping Strategy

5 LHs

Business model canvas: concept, business model canvas versus lean canvas; Business Plan: concept and benefits of the business plan, elements of a business plan, different types of plan. Preparation of the sample business plan by using business model canvas; Techniques for effective resource visualization; Strategies for Resource Mapping; Resources Mapping in Nepal.

Unit 7: Introduction to Business Demography

3 LHs

Business Demography: concept and application; Spheres of business demography: consumer research, product development, product marketing, site selection; Sources of data and business decision making.

Suggested Reading

Dollinger, Marc. J. Entrepreneurship: Strategies and Resources. New Delhi: Pearson Education.

Hisrich, Robert, D., Peter, Michael P., & Shepherd, D.A. Entrepreneurship. New Delhi: Tata McGraw Hill.

Khanka, S.S. Entrepreneurship Development. New Delhi: S. Chand & Co.

Schwartz, Beverly. Rippling: How Social Entrepreneurs Spread Innovation Throughout the World. Jossey Bass.

Chalise, M, & Gautama, P. Entrepreneurship & Business Resources Mapping. KEC Publication & Distribution (P.) Ltd. Kathmandu.

Swanson, D.A. & Morrison, P.A. Teaching business demography using case studies. Population Research and Policy Review, 29(1), pp. 1-15 (for case in demography)

Thomas, R.K. Concepts, methods and practical applications in applied demography: An introductory textbook. Springer, pp.1-15.

MKM 216: Rural Marketing

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to provide an overview of rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers for rural markets.

Course Description

The course includes the concept and nature of rural marketing, rural marketing environment, consumer behavior, segmenting, targeting and positioning rural markets, product strategy, pricing strategy, distribution in rural markets, and communication strategies for rural markets

Course Details

Unit 1: Introduction

5 LHs

Concept and nature of rural marketing. Rural versus urban marketing. Rural myths. Four A's of rural marketing: affordability, availability, awareness, and acceptability.

Unit 2: Rural Marketing Environment and Consumer Behavior

5 LHs

Demographic, socio-cultural, economic, political, technological, physical environment in rural context. Characteristics of rural consumer. Factors influencing rural buying. Buying decision process. Buying behavior patterns.

Unit 3: Segmenting, Targeting, and Positioning Rural Markets

8 LHs

Segmentation: Heterogeneity in rural markets, prerequisites for effective segmentation degrees of segmentation, bases for segmenting rural consumer markets. Targeting: Evaluation of segments, selection of segments, coverage of segments, choosing a coverage strategy. Positioning: Identifying, selecting, developing, and communicating the positioning concept.

Unit 4: Product Strategy

10 LHs

The product concept. Levels of product. Rural product classification: FMCGs, Durables, Services, Agricultural products. Product decisions and strategies: Individual product

decisions, product line and mix decisions, and product lifecycle strategies. Building brands in rural markets, Packaging for rural markets:

Unit 5: Pricing Strategy

8 LHs

Pricing in the rural market. Setting the price for rural products and services: internal and external factors. Price setting strategies: market entry strategies, product mix pricing strategies, price adjustment strategies, and rural-specific pricing strategies.

Unit 6: Distribution in Rural Markets

8 LHs

Distribution channels:, channel dynamics, rural channel members. traditional retail, and the emergence of modern retail in rural areas. Channel behavior in rural areas.

Distribution models in rural markets: The distribution models for FMCGs, distribution model for durables. Rural logistics

Unit 7: Communication Strategies for Rural Markets

4 LHs

Challenges in rural communication. The communication process. Developing effective rural communication. Creating advertisements for rural audiences. Rural media. Sales promotion, events, and experiences.

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

Suggested Reading

Kashyap, P. *Rural Marketing*. Delhi: Pearson.

Krishnamacharyulu, C. S., & Ramakrishnan, L. *Rural Marketing: Text and Cases*. Delhi: Pearson.

MKT 217: Fundamentals of Advertising

Credits: 3
Lecture Hours: 48

Course Objectives:

This course aims to impart knowledge and skills to the students about the fundamentals of advertising and help the students in designing advertisements, media planning and scheduling, advertising budgeting, and evaluating the effectiveness of advertisements.

Course Description

This course contains an introduction, the advertising Department, advertising agencies, creation of advertisements, designing the advertising message, advertising appeals, establishing and allocating advertising budget, and advertising effectiveness measurement.

Course Details

Unit 1: Introduction

6 LHs

Advertising – concept, features, and objectives; Elements of Advertising; Role of Advertising to Firm, Consumers and Society; Types of Advertisements; Key Players in Advertising Industry; Criticism of Advertising.

Unit 2: Advertising Department

6 LHs

Organization for the Advertising Department; Functions of Advertising Department; Functions of the Advertising Manager; and Inter-departmental Relations.

Unit 3: Advertising Agencies

5 LHs

Meaning, Features and Functions of Advertising Agencies; Types of Advertising Agencies and Their Role in Advertising Business; Selection Criteria of Advertising Agency;

Unit 4: Creation of Advertisements

8 LHs

Creative Advertising and Its Features; Creative Process or Visualization Process of an Advertisement Copy; Creation of a Print Copy, Radio Commercials, Web Advertisements, and Television Commercials; Creative Persons in Creating an Advertisement Copy; Meaning and Types of Advertisement Copy; Major Components of an Advertisement Copy; Essentials of a Good Advertisement Copy; Concept, Functions and Principles of a Good Advertisement Layout;

Unit 5: Designing the Advertising Message

4 LHs

Concept and Essentials of an Effective Advertising Message; Use of Unique Selling Propositions (USP) in Message Design; Models of Message Design: Heart & Heart, Advertising Effectiveness, and MECCA Models; Message Strategies: Cognitive, Affective, Conative and Brand Image, Strategies;

Unit 6: Advertising Appeals**5 LHs**

Concept and Types of Advertising Appeals: Rational, Emotional, and Sex Appeals; Essentials of a Good Advertising Appeal; Role of Various Colors in Advertisement;

Unit 7: Media Planning and Scheduling**4 LHs**

Concept and Process of Media Planning; Types and Characteristics of Advertising Media; Role of Media Research in Media Planning; Media Selection Criteria; Concepts and Methods of Media Scheduling;

Unit 8: Establishing and allocating Advertising Budget**4 LHs**

Concept and Need of Advertising Budgeting; Advertising expenses and factors affecting the advertising budget size; Process of Setting the Advertising Budget; Approaches to Advertising Budgeting; Methods for Establishing Advertising Budget - Percentage of Sales Method, Affordable Method, Competitive parity Method, Objective and Task Method.

Unit 9: Advertising Effectiveness Measurement**6 LHs**

Concept and Importance of Effectiveness Measurement: Effectiveness Testing Areas: Market; Message; Media; Motives and Mission; and Overall Results; Copy Testing: Concept and Methods; Measurement of Overall Effectiveness of Advertising Campaign: PACT & DAGMAR Models.

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

Reference Books

Belch and Belch: *Advertising and Promotion: An Integrated Marketing Communications Perspective*. New Delhi: TATA McGRAW-HILL.

Jaishri Jethwaney and Shruti Jain, *Advertising Management*, New Delhi: Oxford University Press

Sontakki, C. N.: *Advertising*, New Delhi: Kalyani Publishers

Ruchi Gupta. *Advertising Principles and Practice*. New Delhi: S Chand And Company Limited

Tribhuvan University
Faculty of Management
Office of the Dean



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

IT 204: E-commerce	3 Cr. hrs
MGT 239: Business Ethics and Corporate Governance	3 Cr. hrs
<u>Elective Course I</u>	
.....	3 Cr. Hrs
➤ Elective Course (Any One Course)	
ELE 221: Emerging Global Business Issues	
ELE 223: Management of Foreign Trade	
ELE 224: Organizational Development and Change	
ELE 226: Event Management	
<u>Focus Area Courses (III & IV)</u>	
.....	6 Cr. Hrs
➤ Focus Area: Bank Operations and Cooperative Management (Any Two Courses)	
BNK 214: Commercial Banking Operations	
BNK 216: Treasury Management	
BNK 219: Investment Banking	
➤ Focus Area: Sales and Marketing (Any Two Courses)	
MKM 210: Marketing Research	
MKM 212: Branding	
MKM 214: Sales Force Management	
MKM 215: Industrial Marketing	

- Focus Area: Insurance and Risk Management (Any Two Courses)
 - ISN 217: Global Trade and Marine Insurance
 - ISN 218: Micro Insurance
 - INS 220: Property Risk Management

- Focus Area: Entrepreneurship and Enterprise Development (Any Two Courses)
 - EED 214: Entrepreneurial Marketing
 - EED 218: Small Business Planning & Management
 - EED 222: Design Thinking & Entrepreneurial Skills Management

- Focus Area: Accounting (Any Two Courses)
 - ACS 202: Accounting for Banking
 - ACS 204: Budgeting
 - ACS 207: Accounting for Insurance

April 2025

IT 204: E-Commerce

Credits:3
Lecture Hours:48

Course Objective:

The main objective of this course is to introduce different concepts of e-commerce including business models, security, payment systems, e-commerce marketing and advertisement, social networks, portals, auctions and B2B e-commerce.

Course Description:

The course covers different concepts of e-commerce including features, types, business models, infrastructure, security and payment systems of e-commerce. This course also covers additional concepts such as e-commerce marketing and advertising, social networks, portals and auctions, and the concepts of B2B e-commerce.

Course Details

Unit 1: Introduction

3 LHs

Why E-commerce? Introduction to E-commerce; Unique Features of E-commerce; Types of E-commerce

Unit 2: E-commerce Business Models and Concepts

6 LHs

E-commerce Business Models; B2C Business Models; B2B Business Models; How E-commerce Changes Business: Strategy, Structure, and Process

Unit 3: E-commerce Infrastructure: The Internet, The Web and The Mobile Platforms 6 LHs

The Internet: Technology Background; Internet Infrastructure and Access; The Web; The Internet and Web: Features and Services; Mobile Apps

Unit 4: E-commerce Security and Payment Systems

7 LHs

E-commerce Security Environment; Security Threats; Technology Solutions; Management Policies, Business Procedures, and Public Laws; E-commerce Payment Systems

Unit 5: E-commerce Marketing and Advertising Concepts 7

LHs

Consumers Online: The Online Audience and Consumer Behavior; Digital Commerce Marketing and Advertising Strategies and Tools; Online Marketing Technologies; Understanding the Costs and Benefits of Online Marketing Communication

Unit 6: Social, Mobile, and Local Marketing

6 LHs

Introduction to Social, Mobile, and Local Marketing; Social Marketing; Mobile Marketing; Local and Location-Based Marketing

Unit 7: Social Networks, Auctions, and Portals

6 LHs

Social Networks and Online Communities; Online Auctions; E-commerce Portals

Unit 8: B2B E-commerce: Supply Chain Management and Collaborative Commerce 7 LHs

Overview of B2B E-commerce; The Procurement Process and Supply Chains; Trends in Supply Chain Management and Collaborative Commerce; B2B E-commerce Marketplaces: The Selling Side of B2B; Private B2B Networks

Case Study:

The case study includes studying and preparing a project report on any popular e-commerce web application including its products, features, payment systems etc. Students can also propose a new e-commerce web application for the organization they study during case study. The project can be done in groups with at most 3 members in each group.

Reference Books:

1. E-commerce: Business, Technology, and Society, Kenneth C. Laudon and Carol Guercio Traver, 17th Edition, Pearson
2. Digital Business and E-commerce Management, Dave Chaffey, Tanya Hemphill David Edmundson-Bird, 7th Edition, Pearson

MGT 239: Business Ethics and Corporate Governance

BBA / BBM 7th Semester

Credits: 3

Lecture Hours: 48

Course Objectives

The main objective of this course is to provide students with a comprehensive understanding of the principles, theories, and practices of business ethics and corporate governance. It aims to develop their ability to identify and analyze ethical issues in business, make responsible decisions, and understand the role of governance in smooth functioning of business. The course also seeks to enhance students' awareness of ethical issues and responsible business practices, with a particular focus on both global standards and the Nepalese context.

Course Description

This course explores the ethical dimensions of business decisions and the systems of corporate governance that promote ethical conduct, responsible practices, and system-driven approach within business organizations. It provides students with the tools to understand and apply ethical principles in business settings and introduces the structures and mechanisms through which corporations are directed and controlled. The course emphasizes both global perspectives and the Nepalese business context.

Learning Outcomes

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

- Understand the fundamental principles and theories of business ethics, corporate governance, and corporate social responsibility.
- Analyze ethical issues in business and apply ethical theories to handle real-world business situations.
- Adopt appropriate mechanism for ensuring effective corporate governance.
- Apply the various business ethics and corporate governance related international standards.
- Examine the business ethics and corporate governance issues in the Nepalese context and suggest the way forward.

Course Details

Unit 1: Introduction to Business Ethics and Corporate Governance

6 LHs

Business Ethics – Concept of ethics; Concept of business ethics; Myths about business ethics; Causes and consequences of ethical problems in business; Major theories and frameworks governing business ethics; Corporate Governance – Concept of corporate governance; Essential elements of good corporate governance; Evolution of corporate governance; Similarities and differences between business ethics and corporate governance; Significance of business ethics and corporate governance.

Unit 2: Ethical Issues in Business

8 LHs

Recognizing an ethical issue (ethical awareness); Foundational values for identifying ethical issues: Integrity, honesty, and fairness; Concept of ethical issues and dilemmas;

Emerging ethical issues and dilemmas in business; Ethical issues in functional areas of business: Ethical issues in marketing and sales; Ethical issues in finance; Ethical issues in informational technology; Environmental ethics; Whistle blowing; Making ethics work in organizations.

Unit 3: Ethical Decision-Making **5 LHs**

Concept of ethical decision making; Framework for ethical decision making in business: Ethical issue intensity; individual factors; organizational factors; opportunity; and business ethics intentions, behavior, and evaluations; Using the ethical decision-making model to improve ethical decisions; Normative considerations in ethical decision-making.

Unit 4: Corporate Governance Theories and Models **6 LHs**

Theories and philosophies of corporate governance: Agency theory, transaction cost economics, stewardship theory, stakeholder theory, and resource dependency theory; Corporate governance models: Anglo-American model, German model, Japanese model, Indian model, and the Asian family-based model.

Unit 5: Corporate Governance Structures **6 LHs**

The scope of corporate governance; Role of board of directors (BOD), auditors, management team, shareholders, government and regulators, and other stakeholders in corporate governance; Corporate governance failure cases (such as Enron) and lessons from them; Emerging trends in corporate governance.

Unit 6: Business Ethics and Corporate Governance Codes and Standards **7 LHs**

Code of ethics: Concept and importance; Contents of a code of ethics; Code of conducts in Nepal: FNCCI's business code of conduct, 2061 and NBI's business code of conduct concepts, 2070; Key corporate governance provisions in prevailing Nepalese Company Act and Nepal Rastra Bank's Unified Directives; and International standards related to business ethics and corporate governance: United Nation's Global Compact (UNGC), SA 8000, ILO standards, OECD principles of corporate governance, and ISO 37000.

Unit 7: Framing Business Ethics from Corporate Responsibility Perspective **6 LHs**

Law, business ethics, corporate governance, and corporate social responsibility: similarities and differences; Concept and importance of corporate social responsibility (CSR); Major theoretical perspectives on CSR – Friedman's shareholder theory, Freeman's stakeholder theory, Carroll's CSR pyramid; Elkington's triple bottom line approach, Porter and Kramer's creating shared value (CSV) approach; Legal provisions governing corporate social responsibility in Nepal.

Unit 8: Business Ethics and Corporate Governance in Nepal **4 LHs**

Business ethics issues in Nepal; Way forward for improving ethical business practices in Nepal; Corporate governance practices in Nepalese family-owned businesses, BFIs, and other business sectors; Issues and challenges of corporate governance in Nepal; Way forward for improving corporate governance practices in Nepal.

Suggested Readings:

- Chapagain, B. R. (2018). *Business and society*. Kathmandu, Nepal: Ashmita Books Publishers & Distributors.
- Fernando, A. C. (2016). *Business ethics: An Indian perspective*. Chennai, India: Pearson.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2022). *Business ethics: Ethical decision making and cases* (13th ed.). Boston, USA: Cengage Learning.
- Tricker, B. (2015). *Corporate governance: Principles, policies, and practices* (3rd ed.). UK: Oxford University Press.

ELE 221: Emerging Global Business Issues

Credits: 3

Lecture Hours: 48

Course Objective

The major objective of this course is to acquaint students with various issues to be faced in the operations of global business. Specifically, course intends to inculcate knowledge of business environment affecting global business, analyses global business trends and apply such knowledge in the global business, impact of digitalization in global business and develop managerial decisions.

Learning Outcomes

This course aims to empower students to scan and manage businesses in the global business environment. More specifically, by the end of this course, students will be able to

- Examine geopolitical, socio-cultural, and regulatory factors affecting global operations.
- Analyze emerging global business trends and their managerial implications.
- Evaluate the impact of digitalization, AI, and global supply chains on international business strategies.
- Formulate strategies for sustainable and ethical global business practices.
- Develop managerial decision-making skills using global case studies and simulations.

Course Description

This course examines dynamic and contemporary issues impacting global business operations. From geopolitical tensions and climate change to digital disruption, demographic shifts, and stakeholder capitalism, students will explore how these forces shape global business in the future. The course integrates academic research, policy insights, and corporate case studies to prepare students for leadership in a rapidly evolving global economy.

Details:

Unit 1: Introduction to Emerging Global Business Trends **4 L Hs**

Historical context and trend scanning, Globalization 4.0 and post-globalization

Unit 2: Environment and Strategic Implications in Global Business **4 LHs**

Volatility, Uncertainty, Complexity, Ambiguity in global business, VUCA world and globalization redefined, Strategic responses

- Unit 3: Geopolitics and Global Trade Disruptions** **6 LHs**
Trade wars, trade agreements, protectionism, sanctions, and political risks; WTO, regional trade agreements; US-China tensions, BREXIT,
- Unit 4: Technology and Digital Globalization and Governance** **8 LHs**
AI, Blockchain, IoT in global business; E-commerce and Remote workforces; Industry 4.0; Ethical AI; Global data regulations; Automation impact on jobs and strategies; Human rights, corruption, compliance; OECD guidelines and UN Global Compact
- Unit 5: Global Supply Chains & Resilience Post-COVID** **4 LHs**
Nearshoring vs. offshoring; green supply chain, supply chain digitization, and ESG pressure
- Unit 6: Emerging Markets & Trade in the Asian Market** **4 LHs**
Emerging regional trade between China, India, Bangladesh, Philippines, & Korea; Nepal's trade in the emerging Asian Market; Cross-border innovation in emerging economies
- Unit 7: Sustainability and ESG in Global Business** **4 LHs**
Climate change; net-zero mandates; carbon pricing; green finance, CSR globally; sustainability reporting (GRI, SASB)
- Unit 8: Cross-Cultural Management and Global Leadership** **4 LHs**
Hofstede, Trompenaars, GLOBE models; Managing diverse virtual teams; Cross-cultural negotiation
- Unit 9: Global Innovation, Entrepreneurship, and R&D Strategy** **6 LHs**
Open innovation, Innovation clusters; Global R&D sourcing; Scaling globally, venture capital, incubators; Born global, unicorns, and their challenges
- Unit 10: International Finance and Risk Management** **4 LHs**
Currency risk, political risk, and financial hedging; Role of IMF and World Bank

Suggested Readings

Hill, C. W. L., Hult, G. T. M. International Business: Competing in the Global Marketplace (latest edition)

Cavusgil, S. T., Knight, G., Riesenberger, J. R. *International Business: The New Realities* (Latest Edition), Pearson.

McKinsey Global Institute – Reports on global trade, digital transformation, and climate change.

McKinsey Report on Global Trade 2025

World Economic Forum Reports – *Global Risks Report, Future of Jobs, Global Competitiveness Report.*

World Bank & IMF Publications – Regional economic outlooks and policy analyses.

UN Sustainable Development Goals (SDGs) documentation.

Nepal Rastra Bank Reports

ELE 223: Management of Foreign Trade

Credits: 3
Lecture Hours: 48

Learning Objectives

The main objective of the course is to impart knowledge on documentation and management of foreign trade. Particularly, course intends to provide knowledge to the students in the documentation required in foreign trade, role of international and regional organizations, foreign exchange for foreign trade, logistic supports in foreign trade and the contemporary issues on foreign trade.

Course Description

This course consists of introduction to Foreign Trade, Nepal's Foreign Trade Policy, Export and Import Procedures, International Trade Organizations, Trade Financing and Payment Methods, Foreign Exchange Management, Logistics and Supply Chain in International Trade, and Contemporary Issues in Foreign Trade.

Learning Outcomes

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

- Understand the fundamental concepts and significance of foreign trade in national and global contexts.
- Analyse Nepal's trade policies, frameworks, and institutional mechanisms.
- Describe the procedural, legal, and documentary requirements for export and import operations.
- Evaluate the roles of international and regional trade organizations relevant to Nepal.
- Identify and apply different trade financing and international payment methods.
- Understand foreign exchange mechanisms and regulatory provisions affecting trade in Nepal.
- Explain logistics, supply chain operations, and terms in the context of international trade.
- Know contemporary issues impacting foreign trade such as protectionism, trade disruptions, and globalization, with a focus on Nepal.

Course Detail

Unit 1: Introduction to Foreign Trade

6 LHs

Definition and significance of foreign trade; Differences between domestic and international trade; Globalization: concept, types, drivers and impact on foreign trade; Nature of Nepalese foreign trade; The role of foreign trade in economic development of Nepal; Trend and major problems of Nepalese foreign trade.

Unit 2: Nepal's Foreign Trade Policy

6 LHs

Historical development of Nepal's trade policy; Current trade frameworks: Nepal Trade Integration Strategy (NTIS), trade policy 2015 and updates; Export promotion

measures and government incentives; Role of the Ministry of Industry, Commerce and Supplies, and Department of Customs in foreign trade operations.

Unit 3: Export and Import Procedures **7 LHs**

Tariff and non-tariff barriers and issues; Procedures for Nepalese exporters and importers; Documentation requirements; Use of ASYCUDA World system; Customs clearance processes at major border points and dry ports.

Unit 4: International Trade Organizations **5 LHs**

World Trade Organization (WTO) and Nepal's accession: positive and negative impacts; United Nations Conference on Trade and Development (UNCTAD); Concept and need of regional economic integration/cooperation; Forms of regional integration; Regional trade agreements: SAFTA, BIMSTEC and their impact on Nepal.

Unit 5: Trade Financing and Payment Methods **6 LHs**

Concept, need and tools of trade financing, Letters of credit and banking systems in Nepal; Bills of exchange and international payments; Role of Nepal Rastra Bank and export credit insurance schemes.

Unit 6: Foreign Exchange Management **5 LHs**

Exchange rate mechanisms and Nepal's fixed exchange system with INR; Foreign Exchange Act and NRB guidelines; Risk management in foreign exchange transactions.

Unit 7: Logistics and Supply Chain in International Trade **7 LHs**

Transportation modes and logistics challenges in landlocked Nepal; Transit through Indian ports and use of dry ports; Application of Incoterms in Nepalese trade; Warehousing and inventory management.

Unit 8: Contemporary Issues in Foreign Trade **6 LHs**

Trade barriers and protectionism affecting Nepal; Global trade disruptions and their impact (geopolitical tensions); Digital transformation and its effects on Nepalese businesses; Trade imbalances and export diversification strategies.

Suggested Reading

Paul, J. *International business*. McGraw Hill Education.

Cherunilam, F. *International trade and export management*. Himalaya Publishing House.

Jain, T. R., & Ohri, V. K. *Management of foreign trade*. VK Global Publications Pvt. Ltd.

Ministry of Industry, Commerce and Supplies. *Nepal Trade Integration Strategy 2016*. Government of Nepal. <https://moics.gov.np/>

Trade and Export Promotion Centre. *Nepal foreign trade statistics 2075/76*. <https://www.tepc.gov.np>

Nepal Law Society. *Landlocked states and access to sea*. Kathmandu.

ELE 224: Organization Change and Development

Credits: 3
Lecture Hours: 48

Course Objective

This course primarily aims to provide students with a comprehensive understanding of organizational change and development related to concepts, models, and strategies essential for managing transformation in dynamic business environments. Students will internalize the driving forces for change, reasons of resistance for change, and intervention strategies, and contemporary issues such as leadership, diversity, and digital transformation within organizational contexts.

Course Description

Organizational Change and Development is designed to equip students with theoretical foundations and practical tools necessary for initiating and managing change within organizations. The course explores both planned and unplanned change, introduces major change models like Lewin's and Kotter's frameworks, and covers the role of change agents, resistance to change, and strategies for effective intervention. In addition, the course explores the principles and processes of organizational development focusing on diagnostic tools, consultant roles, and a range of development interventions. Emphasis is placed on challenges such as globalization, technology, ethics, and sustainability in managing change.

Learning Outcomes

Upon the completion of the course, student will be able to;

- Internalize comprehensively the concept, principles and strategies and recent changes in organizational change and development
- Apply the diagnostic tools to identify change needs
- Develop the strategies for organizational change and development
- Understand the recent trends and change the organization as per the requirement

Course Details

Unit 1: Organizational Change

8 LHs

Concept and nature of organizational change; Planned vs. unplanned change; 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; Importance of Organization change in a dynamic business environment

Unit 2: Theories and Models of Change and Development

8 LHs

Lewin's Change Model; Kotter's 8-Step Model; Porras-Robertson Model; Burke-Litwin Model; Action Research Model; Systems Theory; cross-cultural and ethical issues in organizational change.

Unit 3: Change Agents and Resistance to Change**6 LHs**

Concept of change agents; Role of internal and external change agents; Skills and competencies of change agents; Resistance to change – individual resistance, organizational resistance; Causes of resistance; Strategies for overcoming resistance; Implementing and monitoring the change process.

Unit 4: Organization Development**6 LHs**

Concept of Organization Development; Objectives of Organization Development; Overview and history of Organization Development; Values; Characteristics and assumptions; Key benefits; Strategic aspects of Organization Development; Organization Development as an integrative process.

Unit 5: Process of Organization Development**4 LHs**

Understanding the organizational issues and process; Diagnosing the problems; Feedback on diagnostic information; Role of external consultant in Organization Development process.

Unit 6: Organizational Development Interventions**8 LHs**

Team interventions; Inter-group Interventions; Third-party interventions; Comprehensive interventions; Techno-structural intervention.

Unit 7: Contemporary issues in Change and Organization Development**8 LHs**

Consultant-client Relationship; Power and Politics; Leadership; Diversity management; Stress management; Technological change and digital transformation; TQM practices; Globalization and organizational change and development; Ethics and sustainability in change management

Suggested Readings

Cummings, T. G., & Worley, C. G. (2014). *Organization development and change* (10th ed.). Cengage Learning.

Burke, W. W. (2017). *Organization change: Theory and practice* (5th ed.). SAGE Publications.

Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change* (5th ed.). Kogan Page.

French, W. L., Bell, C. H., & Vohra, V. (2009). *Organization development: Behavioral science interventions for organization improvement* (6th ed.). Pearson Education

ELE 226: Event Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course is designed to provide students with a comprehensive understanding of event management by integrating theoretical foundations with practical applications. Students will acquire the essential skills to conceptualize, plan, execute, and evaluate events across diverse industries, ensuring both operational success and strategic effectiveness.

Course Description

This course introduces students to the core principles, processes, and practices of event management. It explores both theoretical foundations and practical applications across the full event lifecycle, including planning, logistics, budgeting, marketing, risk management, and post-event evaluation. Special emphasis is placed on real-world application in corporate, cultural, sports, and social events, equipping students with the skills needed to design, organize, and deliver successful events in diverse contexts.

Learning Outcomes

after the completion of the course, student will be able:

- To assess the situation of organizing events
- To manage the required equipment
- To plan the event and its execution
- To manage the contingent risk which may be faced during the events
- To deliver the service as per the need of the customer

Course Details

Unit 1: Event Management Concept

6 LHs

Concept of events; Features of events; Types of events: on the basis of size and contents; Event Management: concept, scope and challenges; History and evolution of event management; Importance of event management in business and society; Event industry; Roles of event manager

Unit 2: Theoretical Foundations of Event Management

10 LHs

Project Management Theory; Project Planning, Project Optimization, Project Evaluation and Review Technique, Project Crashing, Project Risk Management, Project Implementation, Project Breakdown and Shutdown; Stakeholder Theory; Systems Theory; Social Exchange Theory; Experiential Marketing Theory

Unit 4: Event Planning and Conceptualization

6 LHs

Event concept, design, theme and objectives; Understanding event experiences; Understanding target audience and stakeholders; Venue selection and layout planning; Timeline and work breakdown structure; Event wow factor.

Unit 5: Event Finance and Marketing**8 LHs**

Preparing an event budget; Revenue generation (sponsorships, ticketing, crowdfunding); Cost control and financial monitoring; Financial reporting and accountability; Branding and positioning of events; Marketing mix for event promotion; Use of digital marketing, social media, and influencers; Public relations and media engagement.

Unit 6: Event Operations and Management**8 LHs**

Event operations concept; Identifying potential risks in events; Event insurance, regulations, licenses and permits; Event contracts; Managing event employees, volunteers and contracted personnel; Event logistics; Crisis and emergency management; Activities in event management; Event management information system.

Unit 7: Events of Different Sectors**6 LHs**

Corporate events; Types of corporate events; Cultural events and festivals; Sports events; Fundraising events; Political events; Religious events; Private events. Mega events: meaning and characteristics; Impact of mega event on tourism, economy and politics;

Unit 8: Event Evaluation and Impact Assessment**4 LHs**

Analyzing event success and impact; Identifying areas of improvement; Post-event reporting and documentation; Sustainable event management; Future trends in event management;

Suggested Readings:

- Bladen, C., Kennell, J., Abson, E. & Wilde, N. (2023). *Events Management: An Introduction*. (3rd ed.). Routledge.
- Shone, A., & Parry, B. (2019). *Successful Event Management: A Practical Handbook* (5th ed.). Cengage Learning.
- Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2012). *Events Management* (3rd ed.). Routledge.
- Van Der Wagen, L., & White, L. (2018). *Event Management for Tourism, Cultural, Business, and Sporting Events* (5th ed.). Cengage Learning.
- Goldblatt, J. (2011). *Special Events: Creating and Sustaining a New World for Celebration* (6th ed.). Wiley.

BNK 214: Commercial Banking Operations

Credits: 3

Lecture Hours: 48

Course Objectives

This course provides an overview of commercial banking operations in general and Nepalese perspective. It also helps to understand different functions carried out by commercial banks and risks associated with banking industry.

Course Description

This course contains an introduction to banking industry in Nepal, risks in banking business, deposit mobilization, bank credit management, cash operation, agency services, trade finance, bank and customer relationship and electronic banking services.

Course Details

Unit 1: Introduction to Banking Industry in Nepal

6 LHs

Meaning and necessity of bank and financial institutions; An overview of Nepalese financial system; Distinguish between banking and other business; Concept of commercial bank and commercial bank management; Historical development of commercial bank in Nepal; Functions of commercial banks; Regulatory authority of commercial banks in Nepal.

Unit 2: Risks in Banking Business

6 LHs

Concept of risk; Types of risks by commercial bank: interest rate risk, market risk, credit risk, off-balance sheet risk, foreign exchange risk, country risk, technology risk, operational risk, market risk, liquidity risk, and insolvency risk ; Interest rate risk: refinancing risk and reinvestment risk, market value risk; Credit risk: causes of credit risk, firm-specific credit risk and systematic credit risk; and Technology risk and measures to be taken by Nepalese commercial banks to reduce the technology risk .

Unit 3: Deposit Mobilization

7 LHs

Meaning and nature of bank's deposit; Types of deposit: demand deposit, saving deposit, time deposit, call deposit, and recurrent deposit; Procedure of account opening; Know Your Customer (KYC); Dormant account and procedures of making the dormant account active; Procedures of closing account; Card services: debit card, credit card, prepaid card; Deposit marketing and customer care services; Deposit insurance; and NRB directives on deposit mobilization.

Unit 4: Bank Credit Management

8 LHs

Concept and nature of bank credit; Types of credit: term loan, revolving loan, corporate loan, consumer loan, trust receipt loan; Credit process; Credit monitoring and supervision; Credit recovery; Credit marketing; Credit administration; Collaterals and

margin: types and valuation; Loan classification and loan allowances, Credit risk and its management; Credit insurance; and NRB directives on loans.

Unit 5: Cash Operation

4 LHs

Cash management; Security of vault; Cash insurance; Cash counter; Roles and responsibilities of cashier; Clearing system; Electronic clearing; and Intra-bank and interbank fund transfer.

Unit 6: Agency Services

4 LHs

Fund transfer and remittance services; Utility payment services; Advisory services; Standing order from customer; and check and bill clearing services.

Unit 7: Trade Finance

4 LHs

Concept, Letter of credit: parties involved in L/C, types, procedures of opening L/C, roles and responsibilities of involved parties; Export financing: pre-shipment and post-shipment finance; and foreign currency loan.

Unit 8: Bank and Customer Relationship

4 LHs

Legal nature of bank customer relationship, trustee-beneficiary, agent principal, debtor – creditor; Special type of customer (Individual, Corporate, Government, NGO, INGO etc.); Anti-Money Laundering and Know Your Customer (KYC).

Unit 9: Electronic Banking Services

5 LHs

Meaning and concept of e-banking; Internet banking; Branchless banking; Mobile banking; ABBS; ATM; and Opportunities, threats and challenges in the use of financial technology (FinTech).

Suggested Readings:

Rose, P. S. and Hudgins, S. C. *Commercial Bank management*. New York: McGraw-Hill Irwin.

Suresh, P. and Paul, J. *Management of Banking and Financial Services*. Noida: Pearson India Education Services Pvt. Ltd.

Thapa R. B. and Rawal, D. *Principles and practices of Nepalese Banking*. Kathmandu: Buddha Academic Enterprises

Paudel, R. and others *Commercial Bank Management*. Kathmandu: Asmita Books Publishers & Distributors(P) Ltd.

NRB Act , Rules and Regulation and Publication.

Bank and Financial Institution Act, and Company Act.

BNK 216: Treasury Management

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 nine 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, Investment Portfolio and Liquidity management and Treasury Management Function in Nepalese Banking Sector.

Course Details:

Unit 1: Introduction

4 LHs

Meaning and concept of treasury, Evolution of treasury management, Scope of treasury management, Principles of treasury management, Role and function of treasury department, and emerging trends in Treasury management.

Unit 2: Treasury Organization and Structure

5 LHs

Organization and structure of treasury department, 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

4 LHs

Meaning and concept of sources of funds; Deposit sources: Fixed and revolving, Interest bearing and non-interest bearing; Equity capital sources: Reserve and surplus; and Borrowing sources: Short term vs. long term.

Unit 4: Uses of fund

4 LHs

Meaning and concept of uses of funds; Uses of funds: 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

5 LHs

Meaning and concept of Treasury management risk, Various types of Treasury management risks: Counterparty default risk, Sovereign risk, Foreign currency risk, Liquidity risk, Market risk, Equity risk, Commodity risk, Derivatives and risk associated with derivative products (in brief)

Unit 6: Pricing of the Product

5 LHs

Meaning and concept of product pricing, Deposit pricing techniques: 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

6 LHs

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: Investment Portfolio and Liquidity Management

8 LHs

Meaning and Concept investment portfolio, investment instrument, importance of portfolio, money market instrument: Treasury bills, Open market operation, Interbank transaction, Commercial papers, Capital market instruments: Share, debenture and govt. bonds. Liquidity management, Estimation of liquidity, managing mandatory requirement: CRR, SLR.

Unit 9: Treasury Management Function in Nepalese Banking Sector

7 LHs

Treasury management practices in Nepalese banking sectors, Scope, Opportunities and challenges, Foreign Exchange Dealers Association of Nepal (FEDAN), Roles and responsibilities, Legal provisions and roles of Nepal Rastra Bank regarding ALM and treasury.

Suggested Readings:

Avadhani V.A. *Treasury Management in India*. New Delhi: Himalayan Publishing house.

Reed, E. W. *Commercial bank Management*. London: A Harper International Student.

Rose, P. S. *Commercial Bank management*. New York: McGraw-Hill.

Thapa, R. B. and Rawal, D. *Principles and practices of Nepalese Banking*. Kathmandu: Buddha academic enterprises.

NRB Publications

BNK 219: Investment Banking

Credits: 3

Lecture Hours: 48

Course Objective

Enable the students to understand the issues concerning with investment banking and be conversant with the financial investment and advisory services.

Course Description

This course deals with the investment advisory services, investment companies and products, investments and investment attributes, mergers and acquisitions, underwriting of securities, mutual funds, venture capital, origination and execution of transactions, and legal provisions and regulatory framework relating to investment banking in Nepal. The course will consist of lectures, discussions, quiz, problem solving, and case study.

Course Details

Unit 1: Introduction

9 LHs

Meaning and Concept of Investment Banking, Investment Banking Services: Corporate Financing, Investment Advisory Services, Financial Sponsors, Merger & Acquisition (M&A), Valuation, Financial Strategy, Management of Capital Issues, Book Building, Private Equity, Debt Capital Markets Origination, Equity Capital Markets Origination, Represent Companies for Sale, Represent Companies Buying Other Companies, Manage a Diversified Portfolio of Business and Asset Classes, Making Prudent Use of Firm Capital, Investors' Education and Awareness in Nepal; Legal Provision and Investment Banking in Nepal.

Unit 2: Investments and Investment Attributes

7 LHs

Concept of Savings, Investment, and Portfolio; Investment Strategies and Approaches: Speculation, Gambling, and Arbitrage Process; Investment Attributes: Risk, Return, Security, Marketability, Liquidity and Convenience; Investors Profile and Decision-Making Factors: Profile of Nepalese Investors, Factors Influencing Investment Decisions: Financial Positions, Tax Positions, and Risk Perception; Legal Framework of Securities Markets in Nepal

Unit 3: Investment Companies and Products

7 LHs

Meaning and Concept of Investment Companies; Types of Investment Management Operations, Venture Capital and Other Funds: Venture Capital Funds, Buyout Funds, and Hedge Funds; Real Estate Investment Trusts; Investment Products: Shares, Bonds, Fixed Deposits, Hybrid Securities, Insurance Schemes, Currency, Commodities.

Unit 4: Mergers and Acquisitions

7 LHs

Meaning and Concept of Merger & Acquisitions; Forms of Corporate Restructuring: Joint Ventures, Sell-Off and Spin-Off, Divestitures, Mergers; Types of Mergers; Economic Rationale for Different Types of Mergers, Motives behind Merger, Theories of Merger, Synergy of Merger and acquisitions, Internal and External Change Forces Contributing towards M&A Activities, Legal and Regulatory Provisions relating to Mergers and Acquisitions in Nepal.

Unit 5: Underwriting of Securities**4 LHs**

Brief Overview of Underwriting Process; Methods of Underwriting: Bought Deal, Best Efforts, Underwriting Syndicate; Regulatory Procedures: Filing the Registration Statement, Preliminary Prospectus; Underwriting Risks, Regulatory Framework relating to Securities Underwriting

Unit 6: Mutual Funds**4 LHs**

Meaning and Concept of Mutual Funds, Mutual Fund Share Pricing and Performance, Exchange Traded Funds, Technology and Mutual Funds, International Dimension, Mutual Fund Selection and Asset Allocation, Structure and Regulation of Mutual Funds in Nepal

Unit 7: Venture Capital**4 LHs**

Concept, Characteristics, Growth, Differences between Venture Capital (VC) Financing and Conventional Financing, Stages of VC Financing Schemes, Scope of VC Financing in Nepal, Legal Aspects in VC Financing in Nepal

Unit 8: Origination and Execution of Transactions**6 LHs**

Introduction of Origination and Execution, Research and Market Receptivity; Identifying Potential Investors and Develop Investor Marketing Materials, Create and Sell Securities to Institutional and Retail Clients, Negotiation/Structuring, Manage Money for Institutional and Retail Clients; Trading of Derivatives, Fixed Income, Foreign Exchange, Commodity and Equity Securities.

Suggested Readings:

Liaw, K T. *The Business of Investment Banking: A Comprehensive Overview*. New York: John Wiley & Sons, Inc.

Rosenbaum, J., and Pearl, J. *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*. New York: John Wiley & Sons, Inc.

Gaughan, P. A. *Mergers, Acquisitions, and Corporate Restructurings*. New York: John Wiley & Sons, Inc.

Puri, V. K. *Corporate Mergers and Acquisitions: Strategies, Regulations and Practices*. New Delhi: Jain Book Agency

Ditopatra Kanoon Sangarah, Securities Board of Nepal.

MKM 210: Marketing Research

Credits: 3

Lecture Hours: 48

Course Objectives

The basic objective of this course is to help students understand the basic techniques of identifying problems in marketing research and apply the various tools in this regard.

Course Descriptions

This course introduces marketing research, defining research problems, objectives, and hypotheses, designing and sampling marketing research, collecting and analyzing data, reporting on marketing research, and applying marketing research to various situations.

Course Details

1. Introduction

LH 8

Meaning and nature of marketing research; Role of marketing research in strategic decision making; Types of marketing research; Scope of marketing research; Marketing research process: Factors affecting marketing research decisions; Limitations of marketing research; Ethics in marketing research

2. Defining the Research Problem

LH 8

Problem identification; Components of a problem; Steps of problem identification; Problem formulation: Statement of the problem; Writing the research objectives. Formulation of hypothesis

3. Marketing Research Design & Sampling

LH 10

Concept of research design; Characteristics of good research design; Components of research design; Types of research design: qualitative and quantitative. Sampling concept and terminologies; advantages of sampling; Types of sampling

4. Data Collection and Analysis

LH 10

Secondary data, sources of secondary data; problems used in secondary data. Primary data: Observation, survey, experiment: Merits and demerits. Questionnaire and its development process; Methods of data analysis; Use of statistical analysis in marketing research; types of scale used in research

5. Reporting

LH 6

Report writing; Types of reports; General guidelines for report writing; Format of a marketing research report

6. Applications of Marketing Research

LH 6

Research for market segmentation; Product research; Advertising research; Sales and Distribution research; Attitude and psychographic research

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

Suggested Books:

Beri, G. C. (2010). *Marketing Research*. New Delhi: Tata McGraw-Hill Education Private Limited.

Body, H. W., Westfall, R., & Stasch, S. F. (1998). *Marketing Research: Text and Cases*. Illinois: Richard D Irwin, Inc.

Easwaran, S., & Singh, S. J. (2012). *Marketing Research: Concepts, Practices and Cases*. New Delhi: Oxford University Press.

Luck, D. J. (2007). *Marketing Research*. New Delhi: Prentice Hall of India Pvt. Ltd.

MKM 212: Branding

Credit Hours: 3

Lecture Hours: 48

Course Objectives

The main purpose of this course is to provide a comprehensive and up-to-date treatment of the subject of brand. The main goal of this course is to provide students with concepts and techniques to improve the long-term profitability of the brand management strategies and programs.

Course Description

The course includes seven units comprising an introduction to brand management, customer-based brand equity, establishing brand positioning, brand marketing programs, leveraging secondary brand associations, branding in the digital era, and managing brands over time.

Course Details

Unit 1: Introduction

LH6

Concept of brand and branding. Brand versus Product. Importance of brands to consumers and firms. Branding of different products. Brand hierarchy. Concept of brand management. Brand management process. Branding challenges and opportunities.

Unit 2: Customer-Based Brand Equity

LH7

Concept of customer-based brand equity(CBBE). Sources of brand equity: Brand awareness, brand image. Building a strong brand: The four steps of brand building- brand identity (Salience), brand meaning (performance, imagery), brand response (judgments, feelings), brand relationships (response)

Unit 3: Establishing Brand Positioning

LH6

Concept of brand positioning. Brand positioning process: Identifying target market, understanding nature of competition, establishing points-of-parity and points-of-difference associations. Updating positioning over time. Brand mantra.

Unit 4: Brand Marketing Programs

LH 13

Concept of brand elements. Criteria for choosing brand elements. Options and tactics for brand elements: Brand names, URLs, Logos and Symbols, Characters, Slogans, Jingles, Packaging. Product Strategy: Perceived quality, Managing customer post-purchase. Pricing Strategy: Consumer price perceptions and setting prices. Channel Strategy: Indirect channels, direct channels. Promotion Strategy: Advertising, Sales promotion, Online marketing communications, Events and experiences. Public relations and publicity. Word-of-mouth. Integrated marketing communication program(IMC): Concept, Criteria for IMC programs.

Unit 5: Leveraging Secondary Brand Associations

LH 6

Concept of secondary brand associations. Leveraging secondary brand associations: Companies, country of origin, channels of distribution, co-branding, licensing, endorsements, events, and other third-party sources.

Unit 6: Branding in the Digital Era

LH 6

Key issues for branding in the digital era. Brand engagement: Brand engagement pyramid, negative brand engagement. Digital communications: Company websites, email marketing. Overview of social media paid channels: Facebook, Twitter, Instagram, Pinterest, and video. Mobile marketing: Messaging services, In-App advertising, and proximity systems marketing. Influencer marketing and social media celebrities. Content marketing.

Unit 7: Managing Brands Over Time

LH 5

Brand extensions. Merits and demerits of brand extensions. Reinforcing brands. Revitalizing brands. Adjustments to the brand portfolio.

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

Suggested Books:

Kevin Lane Keller. *Strategic Brand Management*. New Delhi: Pearson Education.

Jean Noel Kapferer. *Strategic Brand Management*. New Delhi: Kogan Page.

David A. Aakar. *Managing Brand Equity*. New York: Free Press.

MKM 215: 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

This course includes the industrial marketing concept and systems, nature of industrial demand, industry product and service strategies, channel management, pricing and promotion of industrial product.

Course Details

- | | |
|--|--------------|
| Unit 1: Introduction | 8 LHs |
| Concept of Industrial marketing. Industrial marketing system. Industrial marketing mix. Industrial marketing management issues. Industrial buyer behavior: nature and characteristics. Industrial buying considerations. | |
| 2: Industrial Demand | 6 LHs |
| Derived demand. Industrial product types and their characteristics. Industrial purchasing systems and methods. Value analysis. Vendor analysis. | |
| Unit 3: Product and Service Strategy | 6 LHs |
| Industrial product development process. Industrial product mix. Services marketing to industries. | |
| Unit 4: Channel Management | 7 LHs |
| Industrial channel strategy: role of distributors and sales agents. Branch distribution. Formulating industrial channel strategy. Channel logistics. | |
| Unit 5: Pricing | 7 LHs |
| Price factors: competition, costs and nature of demand. New product pricing strategies. Pricing policies: net pricing, discounting, geographic pricing. | |
| Unit 6: Promotion | 14 LH |
| 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. | |

Suggested Books:

Richard M. Hill, Ralph S. Alexander and James S. Cross, *Industrial Marketing*, AITBS Publishers.

P.K.Ghosh, *Industrial Marketing*, Oxford University Press.

INS 217: Global Trade and Marine Insurance

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with concepts and practices of marine insurance. It also aims to analyze the major issues related to the global trade and marine insurance market.

Course Description

This course contains introduction to marine insurance, cargo insurance, hull insurance, marine liability insurance, marine claim, and recoveries under subrogation, general average and salvage, inland marine insurance. Finally, it presents global trade and marine insurance market.

Course Details

Unit 1: Introduction to Marine Insurance

6 LHs

Concept and characteristics of marine insurance; Subject matter of marine insurance; Principles of marine insurance; Role of marine insurance in global trade, Scope of marine insurance: Oceanic and inland marine insurance.

Unit 2: Cargo Insurance

5 LHs

The vessel; The voyage or transit; Nature of cargo; Packing; Insurance containers; Conditions of insurance.

Unit 3: Hull Insurance

6 LHs

Policy documents; Peril covered; Pollution hazard; Duty of the assured; Collision liability, Sister ship; Termination; Port risk insurance; Institute fishing vessel clauses; Tariff for vessels; Sue and labor charges; Amount recoverable procedure.

Unit 4: Marine Liability Insurance

6 LHs

Marine liability underwriting and coverage; Marine liability claim and settlement; Difference between general liability insurance and marine liability insurance.

Unit 5: Marine Claim

5 LHs

Marine cargo claims; General average loss; Basic duties of the assured; Claim payable abroad.

Unit 6: Recoveries under Subrogation

5 LHs

Indian carriage of goods by Sea Act; Carriage of goods by Rail; Carriage of goods by road; Liability of Port Authority; Postal Authority; Customs; Guidelines and Directives.

Unit 7: General Average and Salvage

5 LHs

General background; Contributory interests and values; Amount made good; General average; Salvage.

Unit 8: Inland Marine Insurance

5 LHs

Concept, History, Tariff, Coverage, Condition, Policy Wording; Inland marine insurance in Nepal

Unit 9: Global Trade and Marine Insurance Market

5 LHs

Trade and transportation trade; Marine insurance market; Prospects of marine insurance; Major issues of marine insurance

Suggested Readings

Mishra, M. N. & Mishra, S. B. *Insurance Principles and Practices*. Delhi: S. Chand & Company Ltd.

Gupta, P. K. *Insurance and Risk Management*. Mumbai: Himalaya Publishing House

Gurses, O. *Marine Insurance Law*. New York: Routledge

Harrington, S.E. & Niehaus, G.R. *Risk management and insurance*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

Government of Nepal, Insurance Act and Insurance Regulation.

Directives, guidelines, policies issued by Nepal Insurance Authority/ *Beema Samiti*.

INS 218: Micro Insurance

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 an 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

LH 4

Micro Insurance: Concept and Features; Micro Insurance Benefits: For Insured (policyholders), Intermediaries, and Insurers; Social Benefits of Micro Insurance; Conventional Insurance Vs Micro Insurance.

Unit 2: Micro Insurance Environment

LH 10

Micro Insurance Environment; Components of Micro Insurance Environment (Micro level); Micro Insurance Key Players - Policyholders, Insurers, Insurance Intermediaries; Meso level - Support Infrastructure, Reinsurers, Actuaries, Adjusters and Surveyors, Auditors, Researchers, Market Research Institutes, IT Service Providers; Macro Level - Enabling Environment, Legislation, Regulation, Policy, Supervision.

Unit 3: Micro Insurance Delivery Channels

LH 4

Micro Insurance Delivery Channels-Concept and Importance, Types of Delivery Channels Partner-agent Model, Full-service Model, Mutual or Community-based Model, Provider Model.

Unit 4: Micro Insurance Underwriting and Claim

LH 6

Micro insurance Underwriting; Micro Insurance Risk - Proposal Form - Scheduling – Pricing-Claim Settlement Process; Challenges of Micro Insurance Underwriting and Claim.

Unit 5: Micro Insurance and Inclusion

LH 8

Micro Insurance and Poverty; Micro Insurance Role in Financial Inclusion, Micro Insurance SWOT Analysis; Micro Insurance an Innovative Tool for Risk and Disaster Management.

Unit 6: Micro Insurance in Nepal

LH 8

Overview of Micro Insurance in Nepal; Micro Insurance Products: Household, Health, Person Accident, Cattle and Bird, Crop, Micro Term Insurance, Endowment Life; Challenges of Micro Insurance (from Policyholders; Insurers; Delivery Channels and Regulators' Perspective), Remedial Measures, Potential Micro Insurance Market in Nepal and the Way Forward.

Unit 7: Micro Insurance Regulation in Nepal

LH 8

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; Social Protection.

Text and References

Nepal Insurance Authority, *Microinsurance Directive*, Kathmandu
Insurance Regulatory and Development Authority, India: www.irda.gov.in

INS 220: Property 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. It also aims to analyze the major issues related to the insurance market of commercial properties.

Course Description

This course contains concept of commercial property and commercial property risk, commercial property insurance, commercial property underwriting. Finally, it presents insurance market of commercial property.

Course Details

Unit 1: Introduction

10 LHs

Concept of commercial property; Types of commercial property; Significance of commercial property insurance; Scope of commercial property; Commercial property insurance; Laws related to commercial property.

Unit 2: Commercial Property Risk

8 LHs

Commercial property risk: Concept and types; Managing commercial risk; Commercial risk in perspective of insured and insurer.

Unit 3: Commercial Property Insurance

15 LHs

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; Commercial property insurance policy wording; Major coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions.

Unit 4: Commercial Property Underwriting

7 LHs

Underwriting of commercial property; Ratemaking of commercial property policy.

Unit 5: Insurance Market of Commercial Property

8 LHs

Buyer of CPI Policy, Underwriter of CPI Policy, Premium, Reinsurance, Claim Status of CPI
of the Industry, Insurance market of commercial property in Nepal.

Suggested Readings

Rejda, G. E. *Principles of Risk Management and Insurance*. New Delhi: Pearson Education.

Vaughan, E. J. & Vaughan, T. M. *Fundamentals of Risk and Insurance*. New York: John Wiley & Sons.

Mishra, M. N. & Mishra, S. B. *Insurance Principles and Practices*. Delhi: S. Chand & Company Ltd.

Harrington, S.E. & Niehaus, G.R. *Risk management and insurance*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

Gupta, P. K. *Insurance and Risk Management*. Mumbai: Himalaya Publishing House
Government of Nepal, Insurance Act and Insurance Regulation.
Directives, guidelines, policies issued by Nepal Insurance Authority/ *Beema Samiti*.

EED 214 Entrepreneurial Marketing

Credit: 3
Lecture Hours: 48

Course Objectives:

The major objectives of this course are to understand basic marketing concepts/strategies in an entrepreneurial context, and to apply these concepts in an entrepreneurial marketing plan. The course will help the students to become familiar with the concept of an entrepreneurial marketing.

Learning Outcomes:

- Understand the entrepreneurial mindset and the role of marketing in entrepreneurship
- Explore the process of identifying and evaluating entrepreneurial marketing opportunities
- Develop skills in entrepreneurial marketing.
- Learn about the entrepreneurial marketing strategies
- Understand in communication strategies and market analytics
- Understand the issues of new product development and marketing plan for entrepreneurs

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/
Instructors

- Case analysis and discussion
- Term paper writing
- Preparation of marketing plan and strategies
- Presentation: Individual and group work
- Assignment and thematic presentation

Course Contents

Unit 1: Marketing and Entrepreneurial Firms

8LHs

Concept and characteristics of Entrepreneurial firms from a marketing perspective.
Concept and Features of Entrepreneurial Marketing. Proactive orientation. Innovativeness.
Focus on the Customer, Utilizing opportunity and Risk Management, Value Creation

Unit 2: Market Research, Segmentation, Targeting, Positioning and Pricing

10LHs

Market Research: Concept and value of Market Research for an entrepreneurial firm.
Segmentation, Targeting and Positioning. Entrepreneurial Branding. Considerations and
Challenges in building a strong brand. Need for new product development. Types of new
products. Pricing. Pricing for entrepreneurial firms. Price sensitivity. Pricing strategies.

Unit 3: Distribution**5LHs**

Going directly to the customer. Going directly to the retailer: Using Sales Agents. Participate in established channel structure. Set up your own intermediaries. Deciding on the distribution channel and strategies

Unit 4: Communication Strategies & Market Analytics**7LHs**

Communication strategies: concept and types. Creating a buzz. Myths of viral marketing. Types of promotional Campaigns. Planning a promotional campaign. Establishing criteria for advertising success. Role of electronic media and social media in advertising and promotion. Market analytics: concept and approaches

Unit 5: New Product Development & Management**8LHs**

Marketing considerations in New Product Development. Stages of New Product Development: Idea Generation, Idea Screening, Concept Development & Testing, Business Analysis, Beta Testing and Market Testing, Technical implementation, Commercialization. New Product Pricing. Ansoff Matrix and Four Alternative Marketing Strategies. Market Penetration, Product Development, Market Development and Diversification

Unit 6: Strategic Marketing and Marketing Plan**10LHs**

Strategic marketing: Concept and types. Value creation, brand equity and customer sustainability. Investigate competitor dynamics & detect competitor strengths & weaknesses. Improve decision making processes by better linking marketing tools & techniques. Marketing Warfare Strategies. Offensive marketing warfare strategies and Defensive marketing warfare strategies. Pre-emptive strike. Flanking attack, Sequential strategies and Leapfrog strategies. Marketing Plan: concept, components and preparing the marketing plan.

Suggested Readings

- Hisrich , R.D. , & Peters, M. (2012) Entrepreneurship, 9th Edition McGraw Hill Education
- Kotler , & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Holt, D. Entrepreneurship New Venture Creation 4th Edition PHI
- Drucker, P.F. (1993) Innovation and Entrepreneurship, Harper Business
- Crane, F.G. (2013) Marketing for Entrepreneurs, 2nd Edition, Sage Publications.
- Roy, R. (2012) Entrepreneurship, 2nd Edition Oxford University Press

EED218: Small Business Planning & Management

Credit: 3
Lecture Hours: 48

Course Objectives:

This course is designed to provide BBM students with a comprehensive understanding of small business planning and creation, with family business and rural entrepreneurship in Nepal. It aims to equip students with the knowledge, skills, and mindset necessary to identify, evaluate, and pursue entrepreneurial opportunities in small business areas, as well as effectively manage small businesses.

Learning Outcomes:

- Understand the entrepreneurial mindset and the role of entrepreneurs in society
- Explore the process of identifying and evaluating entrepreneurial opportunities in small business areas.
- Develop skills in small business planning, feasibility analysis, and venture creation.
- Learn about the legal and regulatory aspects of starting and managing a small business.
- Understand in developing the small business model.
- Understand the issues of family business and rural entrepreneurship as the part of small business.

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Case analysis and discussion
- Term paper writing
- Articles review & seminar paper
- Presentation: Individual and group work
- Assignment and thematic presentation

Course Details:

Unit 1: Understanding Small Business

8 LHs

Small business: concept, features and types of small business; small business and society; micro and macro enterprises; contribution of small business; factors affecting in managing small business; areas for concern to small business owner; opportunities for small business in Nepal.

Unit 2: Developing Creativity and Understanding Innovation in Small Business

6 LHs

Innovation and Creativity: meaning and concept; Innovation and the Entrepreneur; Role of Creativity in small business; Financial Support for Innovation for Small Business in Nepal.

Unit 3: Business Idea, Opportunity Recognition and Evaluation

8 LHs

Concept of new business idea for small business; Sources for business idea generation in small business; Identify entrepreneurial opportunities for small business; Market analysis

and feasibility assessment for small business; Opportunity recognition frameworks for small business.

Unit 4: Small Business Planning and Creation

8 LHs

Concept of small business plan; Outlines of small business plan; Small business model development: Canvas model and Lean canvas model for small business; Creating the small business; Writing a business plan for small business; Legal and regulatory requirements for startups relating to small business in Nepal

Unit 5: Technology and Innovation in Small Businesses

8 LHs

The role of technology in enhancing the competitiveness and efficiency of small business in Nepal; E-Commerce platforms for small business management in Nepal; Scaling small businesses through technology; Marketing strategies for small businesses through technology and innovation in Nepal

Unit 6: Family Business and Rural Entrepreneurship in Nepal

10 LHs

Meaning of family business; Types of family business; Family business in Nepal: A historical perspective, advantages and disadvantages of family business; Major challenges faced by family business in Nepal; Rural entrepreneurship: meaning, need and features; Problems of rural entrepreneurship in Nepal; Relationship between rural, entrepreneurship and family business as small businesses in Nepal.

Suggest Reading Materials:

- Small Business Management in the 21st Century, David Cadden, Quinnipiac University
Sandra L. Lueder, Southern Connecticut State University, 2012
- Business Model Generation: A Handbook for Visionaries, Game Changers, and
Challengers (The Strategyzer series) by Alexander Osterwalder and Yves Pigneur, July
13, 2010, John Wiley and Sons, USA
- Entrepreneurial Development, S.S. Khanka, 2022, S. Chand, New Delhi
- Entrepreneurship: Successfully Launching New Ventures, Bruce R. Barringer and R.
Duane Ireland, 2009, Pearson Education, London
- Articles and cases with national and international context

EED 222: Design Thinking and Entrepreneurial Skills Management

Credit: 3
Lecture Hours: 48

Course Objective

This course intends to provide a foundational understanding of design thinking, entrepreneurship skills and management to cultivate an entrepreneurial mindset for launching and managing successful startups. This course contains an introduction to design thinking, design thinking process, creativity and innovation, entrepreneurship and design thinking, formulation of business plan and entrepreneurship management.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Understand the principles and process of design thinking.
- Apply design thinking methodologies to identify and solve entrepreneurial challenges.
- Develop entrepreneurial skills such as opportunity recognition, business model development, and customer validation.
- Explore strategies for effective entrepreneurship management.

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Use of diagram and maps in designing thinking
- Design thinking workshop
- Case analysis and discussion
- Term paper writing
- Presentation: Individual and group work with assignment

Course Details

Unit 1: Introduction to Design Thinking

6 LHs

Meaning and definition of design thinking, features of design thinking, principles of design thinking, design thinking in the organizations, design thinking approach, design thinking resources

Unit 2: Design Thinking Process

12 LHs

Empathize Phase: Understanding user needs and behaviors, Techniques for empathetic research, Case studies on empathizing with customers; **Define Phase:** Defining the problem statement, Ideation techniques for problem-solving, developing user personas; **Ideate Phase:** Generating and evaluating ideas, Brainstorming and mind mapping

techniques, Prototyping basics and rapid prototyping methods; **Prototype Phase:** Creating prototypes to test ideas, Testing and iterating prototypes, Minimum Viable Product (MVP) development; **Test Phase:** Conducting user testing and feedback sessions, Analyzing feedback and insights, Refining prototypes based on user feedback. Case studies and examples.

Unit 3: Design Thinking Tools and Methods

10 LHs

Purposeful Use of Tools and Alignment with Process, visualization, journey mapping, value chain analysis, mind mapping, brain storming, concept development, assumption testing, rapid prototyping, customer co-creation, and learning launch,

Unit 4: Creativity and Innovation

6 LHs

Concept of creativity, creativity process, creativity and its components, concept of innovation, types of innovation, commercialization of innovation, business idea, evaluation of ideas, finding gaps in the market place, implementing design thinking for innovative business ideas.

Unit 5: Entrepreneurship and Design Thinking

8 LHs

The evolution of entrepreneurship, concept of entrepreneurship, entrepreneurial attributes and characteristics, opportunities and challenges of entrepreneurship, relationship between design thinking and entrepreneurship, Entrepreneurship skills: Opportunity recognition and assessment, Market research and analysis.

Unit 6: Entrepreneurial Skills Management

6 LHs

Entrepreneurial skills: Concept and meaning; Types of entrepreneurial skills: Innovation and adaptation, Business management skills, team work and leadership skills, Communication and listening, customer services skills, Financial skills, Analytical and problems solving skills, Strategic thinking and planning skills, time management and prioritization, Risks management; Techniques of managing entrepreneurial skills

Suggested Readings:

Khanka, S.S. *Entrepreneurial Development*. S. Chand Publishing, New Delhi.

Morris, M. H., Kuratko, D. F., & Covin, J. G. *Corporate entrepreneurship & innovation*. Cengage Learning.

Havinal, V. *Management and entrepreneurship*. New Age International.

Ingle, B. R. *Design thinking for entrepreneurs and small businesses: Putting the power of design to work*. Berkeley: Apress.

McKeever, M. P. (2018). *How to write a business plan*. Nolo.

ACS 202: Accounting for Banking

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives

The objectives of the course are to provide the students with the basic knowledge required to handle the accounting functions of banks. On completion of this course the students will be able to gain the knowledge of total banking accounting practices of the banks. The course further aims at providing knowledge required to analyze financial statements of banks.

Course Description

This course contains conceptual foundation of different banking activities. It also comprises banking rules and regulation, accounting for deposit, guarantee, letter of credit, remittance, credit and treasury management etc. Similarly, it focuses on new banking technologies, BASEL, anti-money laundering, financial statement and its analysis.

Contents

Unit 1: Introduction

4 LHs

Concept of bank account; Accounting assumptions, principles and conventions; Evolution of banking industry, Development of banking industry in Nepal; Banks: Meaning, nature, objectives, importance and functions of banks; Types of Banks: Central Bank, Commercial Banks, Development Banks, Financial Institutions, Micro Finance Institutions and Co-operative Banks; Opportunities and Challenges of Nepalese Banking Sector; Legal provisions under Banking and Financial Institutions Act (BAFIA), 2063; Unified directives issued by Nepal Rastra Bank; Concept and importance of GAAP, Nepalese Accounting Standards (NAS), International Accounting Standards (IAS), Nepal Financial Reporting Standard (NFRS) and International Financial Reporting Standard (IFRS), Relative aspects of NAS, IAS, NFRS and IFRS

Unit 2: Accounting for Deposit

3 LHs

Account Opening, operations and closure of bank account; Concept and types of deposit: current, saving, time or fixed account, hybrid or flexi deposit, calls deposit account, margin account, foreign currency account, special foreign currency account; Process of opening accounts; Inter bank borrowing from other banks and short term borrowing from NRB; Substitutes for vouchers: pay in slip and its meaning; Cheques: meaning and types of cheques; Electronic cheque clearing (ECC)

Unit 3: Accounting for Guarantee and Margin Deposit

3 LHs

Guarantee: Concept, needs and types of guarantee: Bid bond, Performance bond, Advance payment guarantee, Counter guarantee, Financial guarantee, Standby letter of credit, Bonded warehouse guarantee; Accounting treatment of guarantee issue (voucher and ledger); Margin deposit: concept, process and evaluation; Service charges and accounting treatment

Unit 4: Letter of Credit (LC)

3 LHs

Letter of credit: concept, needs and types of LC; Parties involved in LC; Documents in LC; Trade finance; International Chambers of Commerce and Universal Custom and Practices (UCP) for documenting credit; NRB regulations for LC; Accounting treatment

Unit 5: Accounting for Remittance

3 LHs

Remittance: concept, importance and types; Services rendered by remittance; Parties involved in remittance; Demand draft, accounting for advice received and un-received demand draft; Account payee draft; Books of original entry for advice received and un-received; Telegraphic transfer and mail transfer; Branch reconciliation

Unit 6: Accounting for Credit and Advances

3 LHs

Credit: Concepts, importance and types: Cash credit, Overdraft, Secured loan, Micro credit, and other loans: auto, home, credit card, education and social; Evaluation of feasibility study; Industry risk analysis and Business risk analysis (using six C's of credit); Accounting treatment of different types of credit; Loan processing charges, interest and commission and their accounting treatment; Collection and recovery of loans method applied and accounting treatment; Credit risk management; Credit creation

Unit 7: Accounting for Treasury Management

3 LHs

Concept of treasury management; Dimensions of treasury management; Market risk management; Liquidity management; Investment portfolio management; Foreign exchange risk management; Assets liability management; Maintenance of agency ledger (NOSTRO and VOSTRO)

Unit 8: Banking Technology Products

2 LHs

Banking software; Card operation; Tele banking; Mobile banking; Internet banking and e banking; SWIFT (society for worldwide interbank financial telecommunication); Branch less banking

Unit 9: Concept of BASEL Framework:

2 LHs

Concept and importance; Principles of capital measurement and capital standard

Unit 10: Anti Money Laundering (AML)

2 LHs

Concept, importance and AML Act; Know your customers (KYC)

Unit11: Preparation of Financial Statements under NFRS

12 LHs

Bank reconciliation: concept, needs and preparation of BRS

Trail balance: concept, needs and preparation; Transaction list verification and operational procedures; Statement of profit and loss and other comprehensive income (Income statement); Statement of financial position/balance sheet; Statement of cash flow statement; Statement of changes in equity; Disclosures required for Financial Statement

Unit 12: Financial Statements Analysis

8 LHs

Concepts and importance; Ratio Analysis: concept, importance and limitations; Types of ratios: Profitability ratios: Net interest income growth (NII growth), Operating profit growth; Shareholder ratios: Return on equity, Return on assets, Earning per share, Price earnings ratio, Market price per share; Liquidity ratios: Net liquid assets, Net liquidity ratios, Statutory liquidity ratio (SLR), Cash reserve ratio (CRR); Activity ratios: Cost of fund, Base rate, Credit deposit ratio; Staff efficiency (per employee income, per employee business i.e. deposit plus loan); Gearing and Financial ratios: Total borrowing to shareholder fund, Total assets growth, Net worth growth; Cash Flow ratios: Interest coverage ratio, Debt coverage ratio; Assets Quality ratios: Non-performing loans to total loans, Loan loss reserves to gross loan; Earnings ratios: Net interest margin; Capital Adequacy ratios: Capital fund as a percentage of risk weighted assets

Suggested Readings:

Accounting Manual of banks

Bank and Financial Institutions Act, 2063

Circulars issued by NRB (Banks and Financial Institution Regulation department and Foreign Exchange Management Department)

Indian Institute of Banking and Finance, (2008), *Accounting and Finance for Bankers*,

Macmillan India Ltd. Chennai India

International Chamber of Commerce and the UCPDC 600

Jain, S. P. & Narang, K. L., (2014), *Advanced Accounting, Corporate Accounting, Vol. 11*,

Kalyani Publishers, New Delhi

Negotiable Instrument Act, 2034

Nepal Rastra Bank Act, 2058

Unified Directives issued by NRB

Upadhyay, J. P. (2018), *Accounting for Banking*, Ashmita Publication

ACS 204: Budgeting

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives:

This course aims to provide the budgeting systems and their applications, practical and conceptual issues of general budgeting and profit planning position and performance appraisal of business enterprises including financial institutions. It also aims to provide important information to the managers for budgeting purpose and how the organizations are able to generate profit and reduction of costs.

Course Description

This course contains conceptual and theoretical foundation of budgeting: profit planning and control. It also comprises the functional budgets i.e. sales plan, production plan, purchase plan, overhead budget, labour cost budget, cost volume profit analysis, zero based budgeting and flexible budgeting under different levels of activities.

Course Details

Unit 1: Conceptual Foundation

3 LHs

Concept and purpose of budgeting and profit planning and control, essentials of profit planning, Profit planning and control process, Behavioral implications of a PPC program, Application of profit planning and control in manufacturing and non-manufacturing organizations.

Unit 2: Planning and Control of Sales

4 LHs

Concept and purpose of sales planning, Factors consideration in sales planning, Sales budgeting vs. sales forecasting, Long range and short range sales plan, Development of comprehensive sales plan, Components of comprehensive sales plan, Planning sales in a non-manufacturing and manufacturing company.

Unit 3: Production Planning and Control of Manufacturing Concern

4 LHs

Concept and purpose of production planning, Area of production planning, Responsibility for production planning, Factors consideration in production planning, Production budget, Production policies, Computation of inventory.

Unit 4: Planning and Control of Materials Purchase & Usage

4 LHs

Concept and purposes, Raw material consumption budget, Raw materials purchase budget, Material control, Essentials of material control, Material inventory policy, Performance report

Unit 5: Planning and Control of Non-Manufacturing Organization **4 LHs**

Concept and purpose, Merchandise budget, Planning inventory levels, Mark-ups and cost multipliers used in retail companies, Open-to-buy planning.

Unit 6: Planning and Control of Direct Labour **4 LHs**

Meaning and objectives, Process of direct labour planning, Sources of standard labour hour, Direct labour cost budget, Control of direct labour cost, Performance report.

Unit 7: Planning and Controlling Overhead Cost **6 LHs**

Meaning and types of costs, Cost behaviors, Controllable and non-controllable expenses, Cost reduction and cost control, Planning and controlling of manufacturing expenses, Planning of distribution (selling) expenses, Planning administrative expenses, Preparation of overhead cost budget.

Unit 8: Planning and Control of Cash **6 LHs**

Concept and objectives of cash planning, Approaches to develop cash budgeting/planning, Techniques and methods for improving cash position, Control of cash positions.

Unit 9: Completion of Profit Plan **8 LHs**

Concept, Planned cost of goods manufactured, Planned cost of goods sold, Planned cash collection and disbursement, Planned Income Statement, Planned Balance Sheet, Zero base budgeting: Meaning and importance of Zero base budgeting (ZBB)

Unit 10: Use of Cost Volume Profit Analysis in Profit Planning **5 LHs**

Concept and objectives of cost volume profit analysis; Concept, application and assumptions break even analysis, Special problems in cost volume profit analysis, Economic characteristic of breakeven analysis, Calculation of BEP of single and multiple products.

Suggested Readings

Welsch, G. A., Ronald, W. H., & Paul, N. G., (2013), *Budgeting: Profit Planning and Control*, New Delhi: Prentice Hall of India.

Horngren, C. S., Sundem. G. L., Stratton, W.O., Burgstahler & Schatzberg, J., (2019).

Introduction to Management Accounting, New Delhi: Pearson.

Garrison, R. H., Brewer, P. C., & Noreen, E. W. (2017). *Managerial Accounting*, McGraw-Hill

Companies, Inc.

ACS 207: Accounting for Insurance Business

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives

The objectives of the course are to provide the students with the basic knowledge required to handle the accounting functions of insurance business. On completion of this course the students will be able to gain the knowledge of total insurance accounting practices of the Insurance Sector. The course further aims at providing knowledge required to analyze financial statements of Insurance Business.

Course Description

This course contains introduction, accounting for premium, accounting for reinsurance, accounting for claim, accounting for management expenses, accounting for treasury management, concept of actuarial valuation, use of technology in insurance sector, product design and development, internal control and compliance, accounting for control, preparation of financial statements and analysis thereon.

Course Details

Unit 1: Introduction

3 LHs

Concept of insurance, Types of Insurance: life insurance, general insurance, reinsurance and micro insurance; Regulatory body (Nepal Insurance Authority); Evolution of insurance industry, development of insurance industry in Nepal; Meaning, nature, objectives, importance and functions of insurance; Opportunities and challenges of Insurance Sector in Nepal;

Unit 2: Nepal Insurance Authority

3 LHs

Function, duties and power of the insurance authority, role of insurance authority in development of insurance sector in Nepal; Licensing of insurance business, reinsurance business, agency, brokers and surveyors

Unit 3: Product Design and Development

8 LHs

Designing of life insurance products: Term insurance, term insurance with return of premium, Unit linked insurance plans, Endowment plans, Money back policy, Whole life insurance, Group life insurance, child insurance plans, Retirement plans.

Non-life Insurance products: Motor insurance, Health insurance, Marine insurance, Aviation insurance, Engineering insurance, Property insurance, Travel insurance, Miscellaneous insurance, crop and cattle insurance;

Approval procedures, role of actuary; Marketing strategies, Agency management, Appointment procedures of surveyors. Agent commission and surveyors fee and accounting treatment thereon.

Unit 4: Basic Accounting Concepts

4 LHs

Basic accounting principles, assumptions and conventions, accounting rules and classifications of accounts, procedures, functions and users of accounting; double entry system of book keeping, journal, ledger and trial balance.

Unit 5: Non-Life Insurance Business

6 LHs

Terms and techniques used in insurance, their computation and accounting: Underwriting results, premium register, written premium, earned premium, unearned premium, gross premium, net premium, , co-insurance, reserving in general insurance, technical reserves, unexpired risk reserves, claim register, claim and claim handling costs, intimated claim, gross claim, claim recovery, net claim, outstanding claim, incurred claim, incurred but not reported claim, reinsurance premium ceded and accepted, acquisition cost, deferred acquisition cost, net commission agent commission, reinsurance commission and profit commission service charge(regulation fee) to Insurance Authority allocation of management expense, investment and other income, catastrophic premium etc.,

Unit 6: Life Insurance Business

6 LHs

Terms and techniques used in life their computation and accounting: Life Insurance fund, policy register, Types of premium from determination perspective: Gross premium vs. Net premium, office premium/level premium, Types of premium from accounting perspective: First premium, renewal premium, first year premium, single premium, collection of deposit and advance premium, agents commission and incentive commission, medical examination fee, Concept of claim procedures , claim register, Accounting for claim: Maturity claim , partial maturity claim, surrender claim , death claim, paid up value, annuity payments, netting of claims, Bonus paid to policyholder, tax treatment as final withholding tax, accounting for claim receivable from Reinsurance and claim paid to other insurance company.

Accounting treatment of outstanding claim (including IBNR and IBNER). Accounting process for loan against policies, allocation of management expense, investment and other income, catastrophic premium etc., service charge (regulation fee) to Insurance Authority, reserving in life insurance.

Unit 7: Accounting for Reinsurance**5 LHs**

Concept and importance; various types of reinsurance arrangements: facultative reinsurance and treaty reinsurance, Advantages and disadvantages of reinsurance, reinsurance regulation in Nepal, Characteristics of reinsurance accounting, reinsurance accounting system, Catastrophic reinsurance, Bordeaux. Accounting treatment of premium ceded and accepted, reinsurance claim receivable and payable and final settlement made thereon, reinsurance commission and profit commission, impact of foreign exchange thereon.

Unit 8: Internal Control mechanism**3 LHs**

Reconciliation of transactions with banks, reinsurer and other parties; Preparation of bank reconciliation statement for the transaction with bank. Audit committee, Compliance Department, Authority Internal Audit , Statutory Audit and Tax Audit.

Unit 9: Preparation of Financial Statements**6 LHs**

Regulations on insurance accounting, concept and importance; Statement of profit and loss and other comprehensive income (Income statement); Statement of Revenue account, Statement of financial position/balance sheet; Statement of cash flow statement; Statement of changes in equity, summary of significant accounting policies and notes to account.

Unit 10: Financial Statements Analysis**4 LHs**

Concepts and importance; Ratio analysis: concept, importance and limitations; Different ratio analysis tools (liquidity, solvency, efficiency and profitability) and their interpretation

Suggested Readings:

Guria,R. C., Chakraborty A. K., . Sekar A.R & Pani B. (2010) *General Insurance Accounts Preparation And Regulation Of Investment*, Insurance Institute of India .

Gupta, R.L. & Radhaswamy, M. (2008) *Advanced Accounting*, New Delhi: S. Chand and Sons. Life Insurance Finance, Insurance Institute of India G- Block, Plot No. C-46, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051

Tribhuvan University
Faculty of Management
Office of the Dean



**Course detail of
BBM (Bachelor of Business Management) 8th Semester**

MGT 240: Strategic Management	3 Cr. hrs
MGT 350: Internship Or PRJ 351: Project Report Writing	6 Cr. hrs
<u>Elective Course II & III</u>	
.....	6 Cr. Hrs
➤ Elective Course (Any Two Course)	
ELE 225: Budgeting and Financial Forecasting	
ELE 227: Service Operations Management	
ELE 228: Labor Relations Management	
ELE 242: Negotiation Skills	
ELE 243: Real estate Management	
<u>Focus Area Courses (V)</u>	
.....	3 Cr. Hrs
➤ Focus Area: Bank Operations and Cooperative Management (Any One Course)	
BNK 212: Wholesale and Retail Banking	
BNK 218: Micro Finance and Rural Banking	
➤ Focus Area: Sales and Marketing (Any One Course)	
MKM 204: Services Marketing	
MKM 211: Internet Marketing	

- Focus Area: Insurance and Risk Management (Any One Course)
 - ISN 214: Commercial Liability Risk Management
 - BNK 202: Financial Derivatives

- Focus Area: Entrepreneurship and Enterprise Development (Any One Course)
 - EED 219: Innovation and Technology Management
 - EED 221: Project Planning & Management

- Focus Area: Accounting (Any One Course)
 - ACS 205: Corporate Auditing
 - ACS 208: Accounting for Financial Analysis

November 2025

MGT 240: Strategic Management

Credits: 3
Lecture Hours: 48

Course Objectives:

The major objective of this course is to introduce the basic concepts and application of strategy and strategic management. It also aims to enhance the knowledge and approaches of strategic management. The course provides students with an in-depth understanding of fundamental concept and understanding of business strategy and strategic management.

Course Description:

This course contains Introduction to strategic management, environment analysis, strategy formulation, strategy implementation, and Strategic Evaluation and Control etc.

Learning Outcomes:

Upon successful completion of this course, the students will be able to;

- Develop basic understanding of business strategy
- Apply different dimensions of business strategy and strategic management
 - Understand the importance of environmental analysis for business strategy
- Able to know the issues and approaches of strategic management i.e formulation, implementation and evaluation

Learning Strategies:

The faculty member / course instructor strictly follows the following learning strategies while teaching to the student

- **Quizzes/ Surprise Test:** Quizzes to be taken individually without prior information. The quizzes are to be taken using objective questions covering the related text chapter materials.
- **Project & Live Projects:** The students should work in team for producing live project report as a part of experiential learning. They should go to the field, collect real time data and develop report. They also should present it in the class.
- **Case Analysis with presentation:** The students should submit analysis of the cases provided by the course instructor reflecting the text/ practice related problems, genesis of the problems. It may be presented in the class room.
- **Assignments:** The students tend to develop and deliver a presentation on contemporary issues that are worthy enough. Home assignment in preparation of term paper can be provided.

- **Term paper & Thematic Review:** The Course instructor/faculty should provide issues that are importantly raised in the society and ask students to review related articles and develop the theme as the part of term paper and ask them to present in the class.

Course Details:

Unit 1: Introduction

9 LHs

Concept and importance of strategic management; evolution of strategic management; elements of strategic management; strategic management process; need for strategy; levels of strategy; concept and features of strategic planning; concept of vision; mission and objectives; roles of information in strategic management.

Unit 2: Environment and Strategy Analysis

10 LHs

Concept of environment (internal and external); Techniques of external environment analysis: PESTLE analysis, ETOP, scenario planning, competitors analysis, Techniques of internal analysis: value chain analysis, comparative analysis (historical comparison, industry standards, benchmarking), strategic advantage profile (SAP) and financial analysis; SWOT analysis for strategies; environmental analysis for strategic management.

Unit 3: Strategy Formulation

12 LHs

Strategy formulation: concept and importance; Generating strategic options: corporate strategy, business strategy and functional strategy; Strategic alternatives at corporate level (stability strategy, growth strategy, retrenchment strategy, combination strategy); Strategic alternatives at business level (Porter's competitive strategy, strategic clock-oriented market based generic strategies); Strategies at functional level (marketing strategy, financial strategy, operation strategy, human resource management strategy and research and development strategy); Direction for strategy development (Consolidation, market penetration, product development, market development, diversification); Methods of strategy development (Internal development method, acquisition and merger method, joint development and strategic alliances method) ; Portfolio analysis for strategic choice (BCG matrix, GE Business Screen, Hofer's Matrix).

Unit 4: Strategy Implementation

10 LHs

Concept and meaning of strategy implementation; organizational structure and its types for strategy implementation (simple, functional, multidivisional, SBU, holding company, Project based, team based structure); process of strategy implementation; strategic leadership; requirements for strategy implementation: structure, resources and management system.

Unit 5: Strategic Evaluation and Control

7 LHs

Concept of strategic evaluation and control; strategic audit; strategic information system; difference between strategic and operational control; types of strategic control and evaluation; guidelines for proper control and evaluation; roles of information in strategic evaluation and control.

Suggested Readings:

Bhattacharya, S. C. Strategic Management; Concepts and Cases, Wheeler Publishing.

David, F. R. Strategic Management; Concept and Cases, Pearson Education Inc.

Henry, E. A. Understanding Strategic Management, Oxford.

Jauch, L. R. and Glueck, W. F. Business Policy and Strategic Management; Formulation, Implementation and Control, McGraw-Hill.

Kazmi, A. Business Policy and Strategic Management, Tata McGraw Hill.

Prasad, L. M. Business Policy and Strategic Management, Sultan Chand and Sons.

Wheelan, T. L. and Hunger, J. D. Strategic Management and Business Policy, Pearson Education Inc.

Chalise, M and Bhandari, D.R. Strategic Management, Asmita Publication, Kathmandu

ELE 227: Service Operations Management

BBM 8th Semester

Credits: 3

Lecture Hours: 48

Course Objectives

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 that 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 an introduction, Service Strategy, Managing Service Operations, Optimization and Processes, Productivity and Quality Improvement, and Resource Utilization.

Course Details

Unit 1: Introduction

9 LHs

Concept of services, types of services, 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.

Unit 2: Service Strategy

9 LHs

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 marketplace.

Unit 3: Managing Service Operations and Processes

11 LHs

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, ABCs of inventory control.

Unit 4: Productivity and Quality Improvement

11 LHs

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

8 LHs

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.

Suggested Readings

Collier, D. A. (1987). *Service Management: Operating Decisions*. Prentice Hall.

Johnston, R., & Clark, G. (2008). *Service operations management: Improving service delivery*. Prentice Hall.

Schmenner, R. W. (1995). *Service Operations Management*. Prentice Hall.

ELE 228 Labour Relations Management

BBM 8th Semester

Credit hours: 3

Lecture hours: 48

Course Objectives

The major objectives of the course are to enable students to understand the fundamental principles, structures, and processes of labour relations; assess the evolution of industrial relations systems; analyze the roles of key actors in labour relations; evaluate labour laws, policies, and practices relevant to Nepalese organizations; apply collective bargaining and negotiation techniques in industrial settings; identify causes and resolution mechanisms for industrial conflicts and grievances.

Course Description

This course has been developed to provide an in-depth understanding of labour relations and their role in formulating and maintaining harmony between organizational management and employees. It concentrates on the dynamism in the industrial relations, labour laws, collective bargaining, trade unionism, and dispute resolution mechanisms in both Nepalese and global contexts. The course aims to outfit students with knowledge to analyze labor–management interactions, design effective employee relations strategies, and address ongoing issues in the labour market.

Course Outcomes

Upon successful completion of the course, the student will develop the following major domains:

- Cognitive domain: Students will be able to understand concepts and theories related to labour and industrial relations; explain the structure, functions, and dynamics of trade unions; identify the legal and institutional framework governing labour relations in Nepal; describe models of industrial relations and their relevance.
- Skill development: Students will be able to analyze labour disputes, collective bargaining processes, and negotiation outcomes; evaluate grievance handling and conflict resolution strategies in organizational settings; interpret and apply labour laws, policies, and collective agreements to practical cases.
- Practical and Strategic competence: Students will acquire sufficient abilities to formulate and implement labour relations policies that encourage mutual trust and productivity; recommend negotiation, arbitration, and conciliation strategies for industrial peace; apply industrial relations theories to real-world Nepalese business scenarios.
- Industry relevance: Students will be able to examine emerging labour relations issues in the Nepalese context; assess ethical, legal, and social accountabilities in managing

employee relations; and demonstrate awareness of international labour standards (ILO conventions) and their influence on the Nepalese labour market and labour practices.

Course Details

Unit 1: Introduction to Labour Relations Management

7 LHs

Concept, scope, and importance of labour relations; Evolution of labour relations in global and Nepalese contexts; Functions of labour relations; Actors in labour relations: management, employees, trade unions, and the government; Principles of good labour relations; Meaning and key aspects of labour relations management; Labour relations manager: Key roles and responsibilities.

Unit 2: Theoretical Framework of Industrial Relations

7 LHs

Unitary, pluralist, and radical perspectives of industrial relations; Systems approach to industrial relations (Dunlop Model); Human relations and sociological approaches; Strategic labour relations framework; Relevance of industrial relations theories in Nepal.

Unit 3: Trade Unionism and Employer Associations

6 LHs

Concept, role, and functions of trade unions; Growth and development of trade unions in Nepal; Trade union structures and federations in Nepal; Employers' associations and their roles; Issues and challenges in trade unionism in Nepal; Role of the ILO and global trade union movements.

Unit 4: Collective Bargaining and Negotiation

7 LHs

Concept, process, and significance of collective bargaining; Levels of collective bargaining; Concept, nature, and scope of collective bargaining agreements; Role of management and unions in bargaining; Meaning and significance of negotiation; Techniques and strategies of negotiation; Stages of negotiation; Behavioral and psychological aspects of negotiation; Bargaining power and negotiation ethics.

Unit 5: Industrial Conflict and Dispute Resolution

6 LHs

Nature and causes of industrial conflict; Forms and effects of industrial disputes; Conflict prevention and management strategies; Grievance handling procedures; Legal framework for industrial dispute resolution in Nepal; Role of arbitration, conciliation, and mediation

Unit 6: Labour Legislation and Institutional Framework in Nepal

8 LHs

Overview of major labour laws in Nepal (Labour Act 2017, Trade Union Act, Social Security Act, Bonus Act); Rights and obligations of employers and employees in labour relations; Government institutions and labour administration (Labour Office, Labour Court, Social Security Fund); Enforcement and compliance issues; Recent labour policy reforms in Nepal.

Unit 7: Emerging Issues in Labour Relations

7 LHs

Globalization and its impact on labour relations; Digitalization, automation, and changing employment relations; Contract labor, informal sector, and gig economy; Labour migration and remittance economy in Nepal; Corporate social responsibility (CSR) and decent work agenda; Industrial peace and productivity management.

Suggested Readings

Brandl, B., Larsson, B., Lehr, A., & Molina, O. (2024). *Employment Relations as Networks, Methods and Theory*. Routledge.

Budhwar, P., & Debrah, Y. A. (2019). *Human Resource Management in Developing Countries*. Routledge.

Farnham, D. (2020). *Employee Relations in Context (6th ed.)*. Kogan Page.

Gennard, J., & Judge, G. (2017). *Employee Relations*. Chartered Institute of Personnel and Development (CIPD).

Government of Nepal. (2017). *Labour Act, 2074 (2017) and Labour Rules, 2075 (2018)*. Ministry of Labour, Employment, and Social Security.

Zientara, P., Admska, J., & Bak, M. (2025). *Social sustainability and the employee labor, employment relations, and the hospitality industry*. Routledge

ELE 242: Negotiation Skills

BBM 8th Semester

Credit hours: 3

Lecture hours: 48

Course Objectives

This course aims to guide students in building a clear and practical understanding of negotiation, negotiation theories, strategies, and processes in both Nepalese and global contexts. It prepares them to apply negotiation skills in personal, organizational, and cross-cultural settings, enabling them to resolve conflicts constructively and build sustainable agreements.

Course Description

This course provides students with a solid foundation in negotiation principles and practices, focusing on both Nepalese and global contexts. It covers the concept, types, importance, and levels of negotiation, along with key theories, styles, and strategies. Students will gain practical insights into the negotiation process and tools such as anchoring, Best Alternative to a Negotiated Agreement (BANTA) and Zone of Possible Agreement (ZOPA), and concession-making. The course also highlights the role of communication, power, and timing, explores conflict resolution methods like mediation and arbitration, and examines ethical issues. Emphasis is given to cross-cultural negotiation, gender dynamics, and global challenges, preparing students to negotiate effectively in diverse professional settings.

Course Details

Unit 1: Introduction to Negotiation

8 LHs

Concept, definition, and nature of negotiation; Types of negotiation; Importance of negotiation in business and management; Levels of negotiation: individual, group, organizational, community, national, and international; Core elements of negotiation: parties, issues, interests, and outcomes; Principles of effective negotiation; Roles of negotiation in peace building.

Unit 2: Theories, Styles, and Strategies of Negotiation

10 LHs

Workplace negotiation: Labor Union - Management Negotiation; Distributive vs. Integrative negotiation; Win-win vs. Win-lose approaches; Major theories of negotiation: game theory, behavioral, psychological, communication-based; Negotiation styles: competitive, collaborative, compromising, avoiding, accommodating; Strategic planning for negotiation in national and international contexts.

Unit 3: Negotiation Process and Tactics

12 LHs

Negotiation stages: preparation, opening, bargaining, closing, follow-up; Communication skills for negotiation: active listening, effective questioning, body language, persuasion; Common tactics for negotiation: anchoring, concessions, BATNA, ZOPA; Role of

power, information, time, and Artificial Intelligence (AI) in shaping outcomes of negotiation; Team and multi-party negotiations; Barriers in effective negotiations.

Unit 4: Conflict Resolution and Ethical Issues

8 LHs

Meaning, Nature, sources, and Types of conflict; Approaches to conflict resolution; Collective bargaining vs. Negotiation vs. Mediation vs. Arbitration; Ethics in negotiation: honesty, fairness, trust, deception; Psychological biases in negotiation.

Unit 5: Cross-Cultural and Global Negotiations

10 LHs

Cultural aspects of negotiation practices in Nepalese organizations: hierarchy, consensus, Collectivism, indirect communication; Nepalese and Western cross-cultural influences in negotiation; Gender and negotiation dynamics; Negotiating in multicultural teams; Global negotiation practices and challenges.

Suggested Readings

Adhikari, L. D. (2023). *Exploring the negotiation strategy of Nepal at the World Trade Organization. Prashasan: The Nepalese Journal of Public Administration*, 54(1), 113–124.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). Penguin Books.

Gates, S. (2022). *The negotiation book: Your definitive guide to successful negotiating* (3rd ed.). Wiley.

Kayastha, N., Paudel, U. R., & Mahapatra, S. (2024). *Managerial negotiation and conflict resolution on banking sector of Kathmandu Valley: Evidence from structural equation modelling. Quest Journal of Management and Social Sciences*, 6(2), 397–408. <https://doi.org/10.3126/qjmss.v6i2.69107>.

Kolb, D. M., & Williams, J. (2000). *Everyday negotiation: Navigating the hidden agendas in bargaining*. Jossey-Bass.

Lewicki, R. J., Saunders, D. M., & Barry, B. (2021). *Negotiation* (8th ed.). McGraw-Hill Education.

Salacuse, J. W. (2003). *The global negotiator: Making, managing and mending deals around the world in the twenty-first century*. Palgrave Macmillan.

Sharma, B. (2024, September 5). The ability to negotiate effectively is not just a skill but a necessity. *Nepal Live Today*. <https://www.nepallivetoday.com>

Shell, G. R. (2006). *Bargaining for advantage: Negotiation strategies for reasonable people* (2nd ed.). Penguin Books.

Voss, C., & Raz, T. (2016). *Never split the difference: Negotiating as if your life depended on it*. Harper Business.

ELE 243: Real Estate Management

BBM 8th Semester

Credit hours: 3
Lecture hours: 48

Course Objectives

The major objectives of the course are to enable students to understand the fundamental concepts, types, and dynamics of real estate and property management; examine the economic, legal, and regulatory frameworks governing real estate markets in Nepal; evaluate land use planning, urban development, and housing policies; apply valuation methods and investment analysis techniques in real estate decision-making; examine the roles of stakeholders especially developers, investors, financial institutions, and government in real estate markets; and formulate strategies for sustainable, ethical, and profitable real estate management.

Course Description

This course has been developed to provide an in-depth understanding of the theories, principles, and practices of real estate management with a focus on the Nepalese and global contexts. It covers the economic, financial, and legal aspects of real estate, highlighting valuation, investment, etc., emphasizing sustainability. The course aims to develop managerial, analytical, and decision-making skills for promoting and managing real estate assets, projects, and portfolios. Students will be familiar with how real estate markets operate, how properties are developed and financed, and how effective management contributes to national economic growth and urban development. By integrating theory and practice, the course will prepare students to examine and analyze real estate trends, explore investment opportunities, and apply innovative strategies for sustainable and ethical property management.

Course Details

Unit 1: Introduction to Real Estate Management

6 LHs

Meaning, nature, and scope of real estate management; Importance of real estate in the national economy; Types of real estate: residential, commercial, industrial, agricultural, and special-purpose properties; Real estate market dynamics and participants; Real estate life cycle and decision-making process.

Unit 2: Legal and Regulatory Framework in Real Estate

7 LHs

Land ownership and property rights in Nepal; Legal aspects of property transfer, registration, and documentation; Key real estate legislations: Land Act, Land Revenue Act, Urban Planning Act,

Apartment Ownership Act (Samyukta Awaas Swamitwa Sambandhi Ein), Town Development Act; National Building Codes; Role of Ministry of Urban Development, Land Revenue Office, Housing Development Authorities; Ethical and legal issues in real estate transactions.

Unit 3: Land Use Planning and Urban Development **6 LHs**

Concept and significance of land use planning; Urbanization trends and challenges in Nepal; Master plans and zoning regulations; Real estate development process and stakeholders; Sustainable urban development and environmental concerns.

Unit 4: Real Estate Valuation and Appraisal **7 LHs**

Concept and objectives of property valuation; Methods of valuation: cost, market comparison, income capitalization, residual, and development methods; Factors influencing property value; Valuation of land, buildings, and special properties; Role of professional valuers and surveyors; Report writing and ethical considerations in appraisal.

Unit 5: Real Estate Investment and Finance **6 LHs**

Concept and scope of real estate investment; Risk and return in real estate investments; Sources of real estate finance: banks, microfinance, real estate funds, Real Estate Investment Trusts (REITs); Mortgage markets and instruments; Real estate project financing and feasibility analysis; Financial modeling and ROI assessment.

Unit 6: Property Management and Maintenance **5 LHs**

Concept and objectives of property management; Facility management and maintenance planning; Lease management and tenant relations; Property marketing and customer service strategies; Technology in property management (PropTech, digital records, AI applications); Sustainability practices in property maintenance.

Unit 7: Real Estate Marketing and Project Management **6 LHs**

Marketing mix in real estate; Market research and segmentation; Real estate branding and promotion; Project planning, scheduling, and implementation; Risk management and project evaluation; Case study: Real estate development in Nepal (housing projects, commercial complexes, or tourism properties).

Digital transformation and smart technologies in real estate; Green buildings and sustainable housing; Real estate in the informal sector and rural housing challenges; Post-disaster housing reconstruction (Nepal context); Global real estate trends and implications for developing nations.

Suggested Readings

Ball, M., Lizieri, C., & MacGregor, B. D. (1999). *The Economics of Commercial Property Markets*. Routledge.

Brown, G., & Matysiak, G. (2020). *Real Estate Investment: A Capital Market Approach*. Routledge.

Brueggeman, W. B., & Fisher, J. D. (2021). *Real Estate Finance and Investments* (17th ed.). McGraw Hill.

Gopalan, S., & Venkataraman, R. (2018). *Real Estate Management: Principles and Practices*. PHI Learning.

Government of Nepal. (2017). *National Urban Development Strategy*. Ministry of Urban Development.

Gupta, S. (2021). *Property Valuation and Real Estate Economics*. Himalaya Publishing House.

Ling, D. C., & Archer, W. R. (2022). *Real Estate Principles: A Value Approach* (6th ed.). McGraw Hill.

Building Bylaws, 2072

Kathmandu Metropolitan City Development Act, 2075

Kathmandu Valley Development Authority Act, 1988 (2045 BS)

Land Act 2021 (1967)

Land Revenue Act, 2034 (1978)

Local Self Governance Act, 1998

Samyukta Awaas Swamitwa Sambandhi Ein, 2054

Town Development Act, 2045 BS (1988)

BNK 212: Wholesale and Retail Banking

Credits: 3

Lecture Hours: 48

Course Objectives

Familiarize the students with the knowledge related to banking business, develop skill to acquire knowledge of wholesale and retail banking, make able to know lending principles and practices, various aspect of bank loan, their features, credit risk and other associated risk with wholesale and retail products of bank.

Course Description

This course contains introduction of wholesale and retail banking, wholesale banking, retail banking, corporate lending vs. consumer lending, credit process for corporate and consumer.

Course Details

Unit 1: Introduction

6 LHs

Nature of banking business, Major functions of bank, Different types of FIs and bank, Structure and size of banking industry in Nepal.

Unit 2: Wholesale Banking

8 LHs

Meaning and concept of wholesale banking, Characteristics, Target group of wholesale banking: corporate client and Individual client, Pros and cons of wholesale banking, Corporate salary account, Real time gross settlement (RTGS) system, Trade finance, Corporate depositors: insurance company, investment trust, and pension fund.

Unit 3: Retail Banking

8 LHs

Meaning and concept of retail banking, Characteristics, Target group, Retail Loan product, Retail deposit product, Emerging issues in retail banking, Motivating factors for retail client, agency services, utility payments, Debit card, credit card and others retail services, modalities of funds transfer and clearing cheques.

Unit 4: Corporate lending Vs. Consumer Lending

8 LHs

Meaning and concept, Characteristics, Motivation factors, Selection of corporate client, Product paper, Credit policy guideline, types of corporate lending: Working capital loan, term loan, mortgage loan, project loan, equity loan, consortium loan, bridge gap loan. Types of consumer loan- Home loan, auto loan, education loan.

Unit 5: Credit Process for Corporate and Consumer Lending

10 LHs

Credit appraisal- 5 c's Model, SWOT analysis, Industrial analysis, Financial viability of proposed project, evaluation of risk in product. Credit approval, Credit documentation and administration,

Credit disbursement, Credit monitoring and supervision, Collateral: Cash backed and assets backed

Unit 6: Marketing of Banking Product and Services

8 LHs

Marketing concept- Products and Services in Banks, Marketing mix: Product strategies- Pricing: objectives, factors, methods, strategies-Distribution channels-Promotion: Components, Factors, Strategies-Promotion mix integration-Marketing Information Systems.

Suggested Readings:

Rose, P. S. and Hudgins, S. C. *Commercial Bank management*. New York: McGraw-Hill Irwin.

Suresh, P. and Paul, J. *Management of Banking and Financial Services*. Noida: Pearson India Education Services Pvt. Ltd.

Paudel, R. and others. *Commercial Bank Management*. Kathmandu: Asmita Books Publishers & Distributors(P) Ltd.

NRB Publications

BNK 218: Micro Finance and Rural Banking

Credit Hours: 3

Lecture Hours: 48

Course Objective

This course provides an overview of microfinance and rural banking and its significance in poverty reduction and economic development. It covers the history and evolution of microfinance and rural banking, different types of microfinance institutions, and their role in providing financial services to the poor. The main purpose of this course is to acquaint students with the role and significance of microfinance and rural banking in the development of a developing country like Nepal. Besides, it also provides with the products and services and functions of microfinance and rural banking institutions operating in Nepal.

Course Description: This course provides an understanding of the role, functions, and challenges of rural banking systems. It explores the importance of banking services in rural areas, the financial needs of rural populations, and the strategies to promote financial inclusion and rural development through banking. It also contains basic concept of microfinance and rural banking, microfinance and rural banking operations and models, microfinance and rural banking products and services, risk management in microfinance and rural banking, monitoring and evaluation of microfinance and rural banking, microfinance and rural banking policy, regulatory environment and emerging issues in microfinance and rural banking in Nepal

Unit 1: Basic Concept of Microfinance and Rural banking

6 LHs

Definition and characteristics of microfinance and rural banking; Differences between microcredit and microfinance; Evolution of microfinance at national and international levels; Perspectives and approaches to poverty; Microfinance and social entrepreneurship; Differences between social and business enterprises; Distinctions between microfinance and informal financing, and between microfinance and traditional banking; Microfinance management and its principles.

Unit 2: Microfinance Operations and Models

5 LHs

Approaches to microfinance and rural banking—welfare and institutional approaches; Microfinance models including Grameen replication, cooperatives, FINGOs, SHGs, target group programs, wholesale lending MFIs, and others; Purposes, features, strengths, and weaknesses of major models; Group lending and peer pressure; Issues such as adverse selection and moral hazard.

Unit 3: Product and Services

7 LHs

Nature of microfinance products and services; Types of products—microcredit, microsavings, microinsurance, pension and provident funds, and payment transfers; Financial intermediation, social intermediation, and social services; Delivery mechanisms; Product development processes; Pricing of microfinance products.

Unit 4: Risk management in Rural Banking

6 LHs

Nature and classification of microfinance risks; functional risks (mission drift, staff fraud, inefficiency, poor tracking systems, donor dependence, staff turnover); financial risks (interest rate risk, foreign exchange risk); external risks (disasters, competition, theft, regulatory changes); strategies for risk minimization including securitization, fraud control, MIS development, HR management, disaster risk management, secure cash handling, and hedging.

Unit 5: Regulatory Environment Microfinance and Rural Banking

8 LHs

National Microfinance Policy; regulatory authorities including Nepal Rastra Bank (NRB) and Department of Cooperatives (DoC); relevant laws and regulations—NRB Act, BAFIA, Cooperative Act, Financial Intermediaries Act; NRB directives for MFIs; PEARLS and CGAP monitoring models.

Unit 6: Financial needs and challenges of rural Areas

6 LHs

Needs: Agriculture finance; Micro, small, and medium enterprises (MSMEs); Non-farm activities. Challenges of rural areas: Low financial literacy, lack of infrastructure, high transaction costs, risk management issues.

Unit 7: Rural Banking and Sustainable Development

5 LHs

Meaning and significance of sustainable development; Impact assessments; Contributions of rural banking to poverty reduction and women empowerment; Inclusive growth strategies; Alignment with UN Sustainable Development Goals (SDGs).

Unit 8: Emerging issues in microfinance and rural banking

5 LHs

Digitalization in microfinance and rural banking; Funding constraints in microfinance and rural banking; Microfinance and rural banking in climate resilience; Financial Inclusion; Client protection and financial literacy.

Suggested Readings:

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

Ledgerwood, J. *The New Micro Finance Handbook: A Financial Market System perspective*. Washington D.C.: The World Bank

Shrestha, S. M. *State of Micro Finance in Nepal*. Dhaka: Institute of Micro Finance

Sharma, P.R. *Sustainability of Microfinance institution: opinion Survey*. Pokhara: TOLI,

Sharma, P.R. *Impact of Microfinance on Women Empoerment*. Pokhara: TOLI

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

Mishra, P. K. *Microfinance Management*. Bhubaneswar: CENGAGE.

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

MKM 204: Services Marketing
BBM 8th Semester

Credit Hours: 3

Lecture Hours: 48

Course Objectives

The course aims to impart basic knowledge of services marketing, its marketing principles, and the integration of those principles with the real-time business environment. The course will help analyze the marketing situation and make the right decisions.

Course Description

This course covers the introduction of service marketing, which covers the concept, meaning, and characteristics of service marketing. It also incorporates major principles of quality functions of service marketing dynamics. It deals with issues of emerging service marketing practices. The topics included in the syllabus will help students to understand the service marketing process, environment, system, and strategies related to the service marketing mix variables.

Course Details

Unit 1: Introduction

12 LHs

Concept of Service and Service Marketing: Tangibility spectrum of service; Prospective of Service: Customer service; Service product; Service industry; Service business; Derived service; Supplementary service; Internal service; Service business; Characteristics of Service Compared to Goods; Characteristics of Services: their consequences and management response; Service Compared to Goods: based on product, production, distribution, inventory, sales, promotion, HR, organization, consumption, customer relations, and quality; Challenges of Service Marketing: Service stinks; Models in Service Marketing: The molecular model, The servuction model, Flower of service; Service Marketing Mix: Product, Place, Price, Promotion, People, Process, and Physical Evidence.

Unit 2: Buyer Behaviour and Relationship Marketing

4 LHs

Buyers Behaviour: Concept of buyer, customer, and consumer, and institutional buyer; Consumer Buying Decisions: Buyer decision-making process; Factors influencing buying behaviour; Relationship Marketing: Concept and benefits of relationship marketing; Process and ladder of relationship; Transactional selling and Relationship Marketing.

Unit 3: Consumers' Service Expectation and Perception

6 LHs

Consumer's Service Expectation: Concept, levels, and determining factors; Zone of tolerance; Perception / Service encounter: MOT; Types of encounters; Consumer Satisfaction: Concept, Determinants; Outcome of consumer satisfaction; Service failure: Customer response to service failure; Handling customer complaints; Service guarantee.

Unit 4: Service Quality and Relationship Marketing**8 LHs**

Service Quality: Concept; Dimensions of service quality; Approaches – Traditional approaches and contemporary approaches; The Service Quality Gap Model: The reasons for the gaps and management response to minimize the gap; Measurement of Service Quality: Concept and elements of measurement; Methods of measurement, SERVQUAL

Unit 5: Service Marketing Mix Strategies**14 LHs**

Service Product: Concept of service product; New service product development process; Service Blueprint; Service product life cycle and marketing strategies; Service Branding: Concept, Objectives, and Brand Equity; Service Pricing: Concept of service pricing, Objectives; Approaches to service pricing- Cost-based, Competition-based, Demand-based, and Value-based; Emerging service pricing strategies: Satisfaction-based pricing, relationship-based pricing, EDLP pricing, backward pricing, Yield management; Pricing Strategies: Discounting, Psychological pricing, Penetration pricing, Skimming pricing, Price farming, and Result-based pricing; Service Promotion: Concept of service promotion; Promotion mix for service and selection strategies; Service Distribution: Concept of service distribution; Methods of direct distribution; Service intermediaries; People: Concept of people in service; Role of service employees, consumers, and follow-up consumers; Service marketing triangle; Service Profit Chain; Physical Evidence: Concept and role of physical evidence; Servicecapes.

Unit 6: Emerging Service Sectors in Nepal**4 LHs**

Service Marketing in Nepal: Service marketing environment and challenges; Introduction of Service Sector in Nepal: Health sector, Banking sector, Insurance sector, Communication and Network sector; Tourism Sector: Importance and Prospects

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

Suggested Readings

Lovelock, C. H., & Wirtz, J. (2011). *Services marketing: People, technology, strategy*. Pearson Education.

Balaji, B. (2002). *Services marketing and management*. S. Chand & Company.

Palmer, A. (2011). *Principles of services marketing*. McGraw-Hill Education.

Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2011). *Services marketing*. Tata McGraw-Hill.

MKM 211: Internet Marketing

BBM 8th Semester

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to introduce students to the world of online marketing and provide the skills to conduct business operations in the virtual world. This course aims to enhance students' skills in analyzing the e-marketing environment and designing e-marketing plans and strategies.

Course Description

The course will explore new technology adoption, shifting consumer attitudes to online experiences, and how to evaluate technologies for workplace, business, and personal consumption through a marketing lens. The emergence of the internet has opened new opportunities to design business models that deliver customer satisfaction. This course is designed for students to understand the perspectives of electronics so that they can develop a skill to undertake e-marketing as a business venture. This course includes issues such as the concept and development of e-marketing, e-marketing environment, e-marketing planning, Ethics in e-marketing, e-marketing strategy formulation, e-marketing mix management, and use of social media for marketing.

Course Details

Unit 1: Introduction

8 LHs

The e-marketing concept and development of Web 1.0 (past), Web 2.0 (present), and Web 3.0 (future) platforms. Strategic e-marketing, e-business models.

Unit 2: E-Marketing Environment

6 LHs

Building inclusive e-markets – global markets, emerging economies, importance of information technology. Market opportunity analysis. Influence of technology readiness. The digital divide.

Unit 3: E-Marketing Planning

6 LHs

The e-marketing planning process. Creating an e-marketing plan – the napkin plan and venture capital e-marketing plan. The critical steps of e-marketing planning.

Unit 4: Ethics in E-Marketing

4 LHs

Ethics and ethical codes. Self-regulation. Privacy. Digital property. Online governance, jurisdiction, and fraud. Emerging ethical and legal issues in E-marketing.

Unit 5: E-Marketing Strategy

6 LHs

Data-driven strategy. Marketing knowledge management. Technology-enabled approaches. Marketing databases and data warehouses.

Unit 6: E-Marketing Management

10 LHs

Product: the online offer and capitalizing on internet properties. Creating customer value online. Product benefits, attributes, branding, support services, and labeling. E-marketing enhanced product development strategies. Price: Internet based pricing strategies. Buyer

and seller views on price. Payment options. Pricing strategies. Distribution: Distribution channels and online intermediaries. Channel length and functions. Channel power. Promotion: E-marketing communications. IMC in e-marketing. Internet advertising trends. Marketing public relations (MPR). Role of sales promotions and direct marketing.

Unit 7: Social and Digital Media Marketing

8 LHs

Elements of social media – concept and types. Use of social media by businesses. Social media strategies. Digital media – concept, search engines, social media advertising, mobile advertising. Purchasing digital media.

Suggested Readings

Afuah, A., & Tucci, C. L. (2001). *Internet Business Models and Strategies: Text and Cases*. McGraw-Hill/Irwin.

Strauss, J., & Frost, R. (2001). *E-Marketing*. Prentice Hall of India.

INS 214: Commercial Liability Risk Management

Credits: 3

Lecture Hours: 48

Course Objective

The primary objective of this course is to familiarize students with the principles, tools, and practices of commercial liability risk management. It further aims to develop students' ability to analyze liability exposures faced by commercial enterprises and to evaluate suitable liability insurance solutions available in Nepal and internationally.

Course Description

This course covers fundamental concepts of commercial liability, types of liability risks, and mechanisms for managing commercial liability exposures through insurance. It includes detailed study of commercial general liability policies, specialized liability coverages, professional liability policies, and umbrella/excess liability contracts. The course also introduces emerging liability risks, alternative risk financing methods, and regulatory frameworks governing commercial liability insurance.

Unit 1: Introduction

6 LHs

Concept and importance of commercial liability; Nature and sources of commercial liability risk; Personal liability vs commercial liability; Structure of the commercial liability insurance market in Nepal; Role of insurers, reinsurers, brokers, and regulators in liability risk management.

Unit 2: Commercial Liability Risk

8 LHs

Legal foundations related to commercial liability (civil, contractual, tort, statutory liabilities); Scope and classification of commercial liability; Types of commercial liability exposures (premises, operations, product, completed operations, contractual, cyber, environmental, employment-related, etc.); Methods and tools for assessing and evaluating liability risks; Liability risk from the perspectives of the insured and the insurer; Trends in commercial liability claims in Nepal

Unit 3: Commercial Liability Insurance

10 LHs

General liability loss exposures; Commercial general liability policy; Employment related practices liability insurance; Workers compensation insurance; Commercial auto insurance; Aircraft insurance; Underwriting of commercial liability, Ratemaking of commercial liability policy; Claims handling and settlement procedures in liability insurance

Unit 4: Commercial Umbrella Policy and Professional Liability Insurance

10 LHs

Concept, features, and need of commercial umbrella/excess liability policies; Cyber liability insurance, Businessowners Policy (BOP) and its liability components; Professional liability

insurance: Doctors, Engineers & Architects, Accounts & auditors, Lawyer, and Directors & Officers Liability Insurance.

Unit 5: Emerging Issues in Commercial Liability Risk Management **6 LHs**

Emerging global liability threats and trends; Cybersecurity and data privacy liability; Environmental and pollution liability; Product liability in the digital economy (AI, IoT, e-commerce); Social inflation and its impact on liability claims; Cross-border liability risks for multinational companies, Role of reinsurance in managing catastrophic liability losses.

Unit 6: Regulatory and Governance Framework in Nepalese Liability Insurance **8 LHs**

Overview of Nepal Insurance Authority (NIA) regulations related to liability insurance; Compliance requirements for insurers offering liability products; Mandatory liability insurance requirements in Nepal (motor third-party, aviation, professional requirements, etc.); Corporate governance and ethical issues in liability risk management; Policy documentation, disclosure, and reporting requirements; Challenges in developing commercial liability markets in Nepal.

Suggested Readings

Rejda, G. E. *Principles of Risk Management and Insurance*. New Delhi: Pearson Education.

Vaughan, E. J. & Vaughan, T. M. *Fundamentals of Risk and Insurance*. New York: John Wiley & Sons.

Mishra, M. N. & Mishra, S. B. *Insurance Principles and Practices*. Delhi: S. Chand & Company Ltd.

Harrington, S.E. & Niehaus, G.R. *Risk management and insurance*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

Gupta, P. K. *Insurance and Risk Management*. Mumbai: Himalaya Publishing House

Government of Nepal, Insurance Act, 1992 and Insurance Regulation, 1993.

Directives, guidelines, policies issued by Nepal Insurance Authority.

BNK 202: Financial Derivatives

Nature of course: Specialization

*Credit hours: 3
Lecture hours: 48*

Course Objective

This course aims to provide students with a foundation in the study of derivatives and their applications to risk management. More specifically, the course enables the students to understand the fundamental nature of derivatives, value options, forwards, and futures, and shows how they are used to achieve various hedging and speculating objectives.

Course Description

This course is designed to introduce students to the theoretical and practical aspects of financial futures, options, and other derivatives. This course introduces derivatives, the structure of options markets, the valuation of an option, the strategy of basic options, the structure of future markets, the valuation of forward and futures prices, swaps, and financial risk management.

Course Details

Unit 1: Introduction

5 LHs

Derivative markets and instruments; Core concepts in financial and derivative markets; Spot and derivative markets; Role of the derivative market; Criticism of derivative markets; Misuse of derivatives; Derivatives and ethics; and Career in derivative markets.

Unit 2: Structure of Options Markets

7 LHs

Development of options markets; Call and put options; Payoff and profit diagrams of stock transactions and options transactions; Over-the-counter options market; Exchange-listed options trading; Mechanisms of trading; Option quotation; Types of options; Transaction costs in options trading.

Unit 3: Valuation of Option

8 LHs

Principles of call option and put option pricing; One-period binomial model: valuation of call, valuation of put, hedge portfolio, arbitrage; Two-period Binomial model: valuation of call and put, American options, and dividend adjustment; The Black-Scholes-Merton model of option pricing with and without dividends; The effect of change in variables on option value.

Unit 4: Option Strategies

8 LHs

Call and stock: the covered call; Put and stocks: the protective put; Option combination: straddle, strangle, strip, and strap; Spread strategies: bull spread, bear spread, and butterfly spread; Synthetic instruments.

Unit 5: Structure of Future Market

5 LHs

Development of forward and future markets; Over-the-counter forward market; Organized future trading; Future traders; Mechanics of futures trading; Types of future contract; Transaction costs in forward and futures trading; and Regulation of futures and forward markets; Development of derivative market in Nepal; Regulation of derivative markets in Nepal; Current issues in derivative markets of Nepal.

Unit 6: Pricing and Valuation of Forward and Future

5 LHs

Cost of carry principle; Pricing futures/forwards on investment assets, stock indices, foreign currencies, and commodities; Carry arbitrage when futures/forwards are mispriced.

Unit 7: Swaps**5 LHs**

Concept and nature; Features of swaps; Introduction, pricing, and valuation of interest rate swaps, currency swaps, and equity swaps.

Unit 8: Financial Risk Management**5 LHs**

Rationale for risk management; Hedging of equity risk and currency risk using options; Managing risk using forward and futures; Basis risk and imperfect hedge; Managing interest rate risk, currency risk, and portfolio risk by using swaps.

Suggested Readings

Chance, D. M. & Brooks, R. (n.d). *An Introduction to Derivatives and Risk Management*. Cengage Learning India Pvt. Ltd.

Hull, J. C., & Basu, S. (n.d.). *Options, Futures, and Other Derivatives*. Pearson Education Singapore Pvt. Ltd.

Johnson, R. S. (n.d.). *Derivative Market and Analysis*. John Wiley & Sons.

Kolb, R. W. & Verdahl, J. A. (n.d.). *Financial Derivatives: Pricing and Risk Management*. John Wiley & Sons.

Parasuraman, N. R. (n.d.). *Fundamentals of Financial Derivatives*. Wiley India.

Taylor, F. (n.d.). *Mastering Derivatives Markets: A Step-by-Step Guide to the Products, Applications and Risks*. Pearson India.

EED 219: Innovation and Technology Management

BBM 8th Semester

Credit hours: 3

Lecture hours: 48

Course Objectives

The major objectives of the course are to enable students to explore the nature and drivers of innovation and technology management; explain the scope of advancing innovation and technology in business competitiveness; identify various types of innovation and the innovation process; examine technology management frameworks and strategies for technological change; scrutinize factors facilitating innovative culture in organizations; apply innovation and technology management tools to real-world business scenarios; formulate innovative strategies that enhance business performance.

Course Description

This course explores the fundamental concepts, processes, and practices of innovation and technology management for the competitive business scenario. Students will learn to examine how innovation drives competitive advantages, productivity, and organizational transformation in the era of digital disruption. The course comprehends frameworks and tools for managing innovation strategically and teaches students to understand technology life cycles and implement the innovation process effectively. It emphasized integration of technology, creativity, and strategic thinking to foster sustainable innovation in products, services, and processes.

Course Outcomes

Upon successful completion of the course, the following outcomes are expected:

- Cognitive domain: Students will be able to define, understand, and differentiate different aspects of the course, such as concepts, types, processes, relationships, significance, and impact, covering all six levels of learning outcomes suggested by Bloom's taxonomy.
- Skill development: It will enhance critical, analytical, and creative thinking competencies, such as innovation opportunities and technology trends, applying innovation management tools, working collaboratively in groups to design and evaluate innovative business models or technology solutions, and communicating innovative concepts, project ideas, and strategic recommendations effectively.
- Application focus: The course enhances students' problem-solving, innovation project design, and entrepreneurial creativity, such as applying the innovation process,

formulating strategies for managing technological change and digital transformation, integrating innovation management frameworks into decision-making processes, and utilizing technology forecasting and portfolio management techniques to guide investment and R&D decisions.

- Industry relevance: The course will align students' understanding with modern business demands for innovative leadership and adaptive thinking such as relating theoretical innovation concepts to real-world business practices across industries, examining emerging technologies and their implications for business model innovation, assessing how innovation and technology management contribute to competitive advantage in a globalized economy, and evaluating ethical, social, and sustainability challenges associated with technology-driven innovation.

Course Details

Unit 1: Introduction to Innovation and Technology Management

8 LHs

Concept of innovation and technology; Evolution of innovation in management thought; Nature of innovation and technology; Creativity, invention, innovation, and diffusion; Drivers of innovation in business management; Exploring areas of innovation in business; Interplay between innovation, competitive advantage, and economic growth; Technology change for business transformation; Role of R&D and design thinking in innovation management; Innovation and entrepreneurship; Emerging issues and challenges in innovation and technology management.

Unit 2: Innovation Theories and Models

8 LHs

Types of innovation: product, process, service, business model, organizational, and social innovation; Schumpeterian theory of innovation and creative destruction; Diffusion of innovation (Rogers) and technology adoption models; Disruptive vs. sustaining innovation (Christensen); Strategic vs. Operational innovation; Radical vs. incremental innovation; Sustaining vs. disruptive innovation; Open innovation and innovation ecosystems; Innovation models: linear, chain-linked, and systems model.

Unit 3: Managing Innovation Process

7 LHs

Innovation strategy formulation for business strategy; Assessing the environment (PESTEL, SWOT); Stages of innovation: idea generation, selection, development, and implementation; Tools and techniques: brainstorming, Theory of Innovative Problem Solving (TRIZ), design thinking, agile management; Innovation life cycle and technology S-curve; Managerial role in innovation process management; Innovation project management and risk assessment.

Unit 4: Technology Management and Strategy

6 LHs

Concept and scope of technology management; Strategy for technology management; Technology forecasting and assessment; Technology life cycle and adoption models; Technology acquisition and transfer strategies; Linking technology management with business strategy; Intellectual property (IP) for innovation protection.

Unit 5: Building Innovative Organizations

6 LHs

Concept and dimensions of innovation-oriented organizational culture; Leadership for fostering creativity and innovation; Motivation, rewards, and team dynamics in innovative organizations; R&D Teams: managing knowledge and learning; Innovation networks, ecosystems, and strategic alliances.

Unit 6: Measuring and Rewarding Innovation Performance

7 LHs

Measuring innovation performance (KPIs, innovation audits); Balance scorecard innovation performance audit; Measuring execution and outcomes of innovation; Measuring sustainable value creation; Barriers to effective innovation performance; Key considerations in designing incentive systems for innovation.

Unit 7: Contemporary Issues and Emerging Trends in Innovation and Technology Management

6 LHs

Digital innovation and transformation; Disruptive technologies (AI, IoT, Blockchain, Robotics, 3D printing); Sustainable and frugal innovation; Innovation in developing economies; Global innovation networks and partnerships; Ethical, legal, and social aspects of technology change.

Suggested Readings

Desai, V. (2018). *Management of Technology and Innovation*. Himalaya Publishing House.

Narayana, P. S. (2020). *Innovation Management: Concepts and Applications in Indian Context*. Excel Books India.

Rao, V. S. P., & Narayana, P. S. (2019). *Management of Innovation and Technology*. Himalaya Publishing House.

Tidd, J., & Bessant, J. (2020). *Managing Innovation: Integrating Technological, Market and Organizational Change* (7th ed.). Wiley.

Trott, P. (2021). *Innovation Management and New Product Development* (7th ed.). Pearson Education.

Vasudha, S. & Narayanan, P. (2021). *Innovation and Technology Management*. Oxford University Press India.

ACS 205: Corporate Auditing
BBM 8th Semester

Credit hours: 3
Lecture hours: 48

Course Objectives

This course is designed to impart knowledge on the conceptual aspects of auditing focused on corporate organizations. The objectives of this course are to gain an understanding of the relevant audit procedures and techniques in a corporate organization. Similarly, this subject makes students capable of assessing internal control systems by identifying audit risk and helps them able to perform audit work effectively and efficiently by identifying various types of audit.

Course Description

This course contains a general course on Auditing necessary for corporate organizations. It consists of a conceptual foundation, internal checks and control, vouching, audit of impersonal ledgers, verification and valuation of assets and liabilities, audit of a limited company, audit of divisible profits and dividends, audit report, audit programs and procedures of different classes of audits, and investigation of the Organization.

Course Details

Unit 1: Introduction

4 LHs

Meaning, objectives, nature and scope of auditing; Evolution of auditing practices; Advantages and limitations of audit; Prevention and detection of error with practical dealings (rectification of error); Qualities of an auditor; Bookkeeping, accounting and auditing, auditing and investigation; Terms of audit engagement.

Unit 2: Planning an Audit and Types of Audit

6 LHs

Knowledge and understanding of the organization; Audit program: Meaning, objectives, advantages and disadvantages; Contents of audit program, techniques and preparation of audit program; Tolerable error, audit risks, sampling and determinants of sample size; Audit note books: objectives, procedures and techniques and contents of audit notebooks; Organization of audit staff: job description, responsibility assigned and liabilities defined; Types of audit work: continuous audit, periodical audit, interim audit, partial audit, tax audit, cash audit, cost audit, management audit, data processing audit; Scope of work to be determined, instruction to the client, preparation by the auditor, division of work; Audit files, audit working papers.

Unit 3: Internal Check and Control

6 LHs

Concept, objective, essential characteristics, advantages and disadvantages; Internal check and internal audit: effects of internal control and internal audit, auditor's duties as regard to internal check and internal control; Use/adoption of distinctive ticks, routine checking, difference in balancing books; Concept of test checks, advantages and limitations; Difference between statutory audit and internal audit

Unit 4: Vouching

6 LHs

Concept, importance, objectives of vouching; Vouching of cash transactions, vouching of payments, vouching of receipts, vouching of sales, credit and cash sales; Internal checks as regard to cash sales, cash discount allowed and return; Credit sales, review of internal check system as regard to credit sales, sales on approval basis, sales under hire purchases

system, goods on consignment, goods sent on package and containers, return; Vouching of purchase, cash purchase, internal check as regard to cash purchase, discount received and return, credit purchase, internal check as regard to credit purchase, discount received and return.

Unit 5: Audit of Impersonal Ledgers

2 LHs

Capital expenditure, revenue expenditure and deferred expenditure; Outstanding expenses and income; repairs and renewals; Prepaid expenses, contingent liabilities and asset.

Unit 6: Verification and Valuation of Asset and Liabilities

6 LHs

Concept, importance; Distinction between verification and vouching, verification and valuation of assets, vouching and valuation, methods of valuation; Valuation of fixed assets, current assets and wasting assets; Auditor's position as regards to verification and valuation of assets, Verification of liabilities, capital loans and long-term loans, trade creditors, outstanding liabilities for expenses, bills payable, contingent liabilities; Confirmation and verification, concept of fair value measurement.

Unit 7: Audit of Limited Company

6 LHs

Nature of company audit: preliminaries before company audit, statutory audit, audit of preliminary expenses, audit of statutory general meetings, review of memorandum of association and articles of association;

Audit of shares capital, issue of shares at par, premium and discount, issue of share for other than cash, bonus share, calls in arrear and calls in advance, forfeiture and re-issue of forfeited shares, transfer and conversion of shares, alternation of share capital; Audit of underwriting commission, transfer fees, brokerage and commission;

Audit of debentures: Debentures issued at par, discount and premium, redemption of debentures, regular redemption and redemption at par, premium and discount, redemption through purchase in open market, conversion of debentures into shares.

Unit 8: Audit Report

4 LHs

Meaning of audit report, content of audit report; Types of audit report: statutory report, general report, qualified report, tax audit report; Evaluation of audit evidence, adequacy and appropriate of audit evidence.

Unit 9: Audit Programs and Procedures of different Classes of Audits

4 LHs

Audit of educational institutions, co-operative societies, charitable institutions, NGO's and local government bodies; Performance audit: Concept, Objectives and distinction between financial and performance auditing.

Unit 10: Investigation

4 LHs

Concept of investigation, difference between investigation and audit, causes for investigation and methods of investigation, identification of objectives of investigation; Formulation of program, collection and examination of records and evidence; Types of investigation: Investigation on behalf of incoming partners, prospective shareholders, prospective moneylenders and suspected frauds; Duties and liabilities of an investigator.

Suggested Readings

Gupta & Kamal, *Contemporary Auditing*, New Delhi: Tata McGraw-Hill

Ramaswamy, M.S., *Auditing*, New Delhi: S. Chand and Co.

Saxena, R.G., *Principles of Auditing*, Bombay: Himalayan Publishing House.

B.N. Tandon., *Practical Auditing*, New Delhi: S. Chand and Co.

Company Act, 2063 with amendments, Auditing Standards Board of Nepal.

ACS 208: Accounting for Financial Analysis

BBM 8th Semester

Credit hours: 3
Lecture hours: 48

Course Objectives

The objectives of this course are to provide in-depth knowledge of financial analysis tools and techniques in planning and decision-making processes.

Course Description

This course aims to provide exposure to financial analysis. It helps to analyze different financial aspects for making decisions. It covers income under marginal costing, CVP analysis, and investment analysis. It also deals with behavioral aspects of cost and the interpretation of financial statement analysis.

Course Details

Unit 1: Introduction

2 LHs

Financial analysis: concept, objectives, importance, and types of financial analysis

Unit 2: Cost Management and Reporting

6 LHs

Cost concept and classification; Segregation of semi-variable cost using two point method and regression method; Measurement of correlation, coefficient of determination, testing of significance with 't' value; Reporting based on marginal costing.

Unit 3: Cost Volume Profit Analysis

8 LHs

Application of cost-volume-profit for breakeven analysis and profit planning including multiple products with interpretation; CVP analysis under the condition of uncertainty; Cost-volume-profit analysis under resource constraints: Allocation of single resource constraint, Allocation of multiple resource constraints using linear programming model

Unit 4: Interpretation of Financial Statement

15 LHs

Concept and interpretation of: Statement of Profit and Loss account, Statement of Financial Position, Statement of Cash Flow Statement and different financial indicators i.e. liquidity (current ratio and quick ratio), leverage (debt to total capital ratio, interest coverage ratio and debt coverage ratio), efficiency (receivable turnover ratio including collection period, payable turnover ratio including payable period, total assets turnover ratio), profitability (income/sales per employee, operating profit ratio, net profit increase rate, net profit ratio, employee expenses to total operating expenses ratio, return on equity, return on total assets and return on common shareholders equity) and earning evaluation ratios (EPS, DPS, BVPS and price-earnings ratio) for evaluating the financial performance of the business.

Unit 5: Investment Analysis

10 LHs

Concept and need of capital budgeting; Investment analysis techniques: discounted PBP, NPV, PI and IRR; Economic analysis of project: cost benefits analysis; Risk analysis in capital budgeting: sensitivity, standard deviation, scenario analysis, probability distribution approach

Unit 6: Financial Measures of Performance

7 LHs

Return on Investment (ROI), Residual Income (RI) and Economic Value Added (EVA): concept, objectives, importance, calculation and interpretation of ROI, RI, and EVA; Differences between RI and EVA; Differences between ROI and ROA

Suggested Readings

Hilton, R.W., Ramesh, G., & Madugula, J. (2008). *Managerial Accounting*, Tata McGraw-Hill Education Pvt. Ltd.

Lal, J. (2003). *Advance Management Accounting*, S. Chand and Company Ltd.

Kaplan, R.S. & Atkinson, A. A. (2005). *Advance Management Accounting*, Prentice Hall of India.

EED 221: Project Planning and Management

Credits: 3
Lecture Hours: 48

Course Description

The course includes Introduction to Project Management, Project Manager and Organizational Structures, Project Planning and Integration, Conflict Resolution, Negotiation, and Change Management, Budgeting, Cost Estimation, and Resource Management, Project Scheduling and Risk Analysis, Project Termination and Closure, and Contemporary Issues in Project Management. Through practical examples and case studies, the students will acquire the knowledge and skills required in leading and managing projects.

Course Objectives

The primary aim of the course is to build up the knowledge and practical abilities of students in project management. Students will understand how to plan, organize, execute, monitor, and close projects within their scope, time, and budget. The course focuses on project planning, scheduling, budgeting, risk management, leadership, and teamwork. It also deals with the use of digital tools, agile, and hybrid methodology, as well as sustainable practices in project implementation. Moreover, this course provides students with the opportunity to cope with successful projects and promote the development of organizations and the nation.

Course Outcomes

Upon the completion of the course students will be able to;

- Conceptualize the concept and issues of project management
- Develop project structure
- Develop plan for implementing a project
- Assess the risk associated with projects
- Terminate projects

Detailed Course

Unit 1: Introduction to Project Management

8LHs

Meaning and characteristics of a project; Concept of project management; Significance of project management in Nepal; Project constraints: time, cost, scope, quality, resources, and risk; Project life cycle; Project selection criteria and models; Risk identification, assessment, and management; Role of technology in project management; Reasons for poor project management situation in Nepal.

Unit 2: Project Manager and Organizational Structures

5LHs

Roles, responsibilities, and competencies of project managers; Selection of project manager; Organizational environments and culture; Organizational structure for project management.

Unit 3: Project Planning and Integration **5LHs**

Project initiation and coordination; System integration, sorting out the project and stakeholder management; Work Breakdown Structure (WBS) and Responsibility Assignment Matrix (RAM); Project portfolio management and proposal development; Alignment of projects with strategic organizational objectives.

Unit 4: Budgeting, Cost Estimation, and Resource Management **6LHs**

Cost estimation methods; Budgeting techniques and cost control; Resource allocation, loading, levelling, and scheduling; Negotiation strategies for resource optimization; Resource management in the context of Nepalese organizations.

Unit 5: Project Scheduling and Risk Analysis **6LHs**

Advanced scheduling techniques: PERT, CPM, Gantt charts; Risk analysis and simulation (Monte Carlo, scenario analysis); Performance measurement, tracking, and reporting metrics; Managing project delays and contingency planning in local projects.

Unit 6: Conflict Resolution, Negotiation, and Change Management **6LHs**

Nature and sources of project conflicts; Conflict resolution techniques and mediation; Negotiation skills and strategies; Planning–monitoring–control cycle; Change management processes and controlling project scope.

Unit 7: Project Termination and Closure **4LHs**

Types of project termination: normal, premature, and failed; Project auditing, evaluation, and final reporting; Lessons learned and knowledge management for future projects; Documentation standards and archival practices for Nepalese organizations.

Unit 8: Contemporary Issues in Project Management **8LHs**

Agile, Scrum, and hybrid project methodologies; Use of Artificial Intelligence, machine learning, and automation in projects; Digital project management tools; Sustainability and social responsibility in project execution; Remote and hybrid team management; Ethics, data-driven decision-making, and predictive analytics.

Suggested Readings

- Cleland, D. I. (2007). *Project Management: Strategic Design and Implementation*. McGraw Hill International.
- Chandra, P. (2017). *Projects*. McGraw Hill Education.
- Choudhury, S. (1989). *Project Management*. McGraw Hill Education.
- Gray, C. F., Larson, E. W., & Desai, G. V. (2017). *Project Management: The Managerial Process*. McGraw Hill Education (India) Pvt. Ltd.
- Kerzner, H. (2024). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.
- Maylor, H. (2010). *Project Management*. Pearson Education Ltd.
- Nicholas, J. M., & Steyn, H. (2020). *Project Management for Engineering, Business, and Technology* (6th ed.). Routledge.

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 6 LHs

Budgeting: Concept, importance, role and users of a budget, eight steps for creating a budget, Methods for preparing budgets, budgeting ethics and problem in budgeting, Behavioral aspects of budgeting, budgetary control: Concept, objectives and limitations of budgetary control, Responsibility accounting and the budgeting responsibility centers

Unit 2: Zero Based and Activity Based Budgeting: 4 LHs

Zero Based and Activity Based Budgeting: Meaning, objectives, advantages, limitations and procedures.

Unit 3: Master Budget: 15 LH

Operating Budget: Meaning and 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 and types- Capital expenditure budget, Cash budget, Budgeted Balance Sheet and performance report

Unit 4: Flexible Budget and Variance: 6 LH

Static budget and Flexible budget: Concept and need, Difference between Static and Flexible budget, Meaning of overhead and three overhead variances.

Unit 5: Standard Costing: 7 LH

Standard costing: Meaning, objectives and limitations, Difference between Standard costing and Budgetary control, Variance Analysis: Direct Material and Labor Variance.

Unit 6: Financial Forecasting: 10 LH

Financial forecasting: Meaning, objectives, scope and users of financial reporting, Qualitative characteristics of financial information, Regulatory framework (IFRS, NFRS), Ethics in financial

reporting, Forecasting in budgeting: Meaning, objectives and importance, 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.

Suggested Reading

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, (2011BS). *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.