

BBA 7th Semester Syllabus

MGT 411 Business Environment in Nepal

Course Objectives

The course aims to provide students with a sound understanding of environmental forces affecting business operations and to develop their ability to analyze such environmental forces in the Nepalese context. The focus of the course is therefore to review the major environmental forces and analyze their dynamics applicable to Nepalese business.

Course Description:

The course covers the relevant political, economic, legal, socio-cultural, and technological environmental aspects of Nepal and their effects on Nepalese business. In addition, it covers the regional and global environmental factors influencing Nepalese business scenario.

Course Outcomes

After studying this course, students should be able to:

- analyze and identify the opportunities, limitations, and constraints of business;
- pinpoint the changes in the environment and the impact on Nepalese businesses.

Course Outcomes

Upon completion of this course, students should have a clear and candid view of Nepalese business environment. They should be in a position to. They should also be able to

Course Contents

Unit I: Concept of Business Environment

4 hours

Concept and framework of business environment; Components of business environment; Environmental scanning/analysis – concept and methods; Use of environmental analysis in strategic management.

Unit II: Economic Environment

4 hours

Economic dimensions of an economy – economic, socio-economic, and industrial dimension; Analysis of these dimensions and their impact on business; An overview of the latest economic development plan - its objectives and strategies; Indicators of analyzing economic environment.

Unit III: Economic Policies and Reforms

7 hours

Privatization - meaning of privatization, methods of privatization; Privatization policy and practices in Nepal; Industrial Policy - concept and objectives of industrial policy in Nepal; Trade Policy - concept and objectives of trade policy; Labour and Employment Policy - concept and objectives of labour and employment policy; Tourism Policy – concept and objectives of tourism policy in Nepal; Current monetary policy in Nepal; Liberalization of the Nepalese economy and its effects on the financial and capital market sectors; Effects of liberalization – emerging business environment in Nepal.

Unit IV: Agriculture, Trade and Industrial Sectors: Performance and Issues 5 hours

Nepal's agriculture sector – performance and issues; Nepal's industrial sector – export-oriented and import substituting industries, service sector; Industrial sector - performance and constraints; The role of industry in the changing scenario; Nepal's foreign trade – structure and related issues.

Unit V: Political Environment 5 hours

Significance of political environment for business; Nepalese political system and its important players (political parties); Government and constitutional bodies; Role of government in business; Basic issues in business-government relations; Risk assessment of political environment particularly with reference to business sector; Issues in Nepalese political environment.

Unit VI: Regulatory Environment 7 hours

Concept; Private Firm `Registration Act; Partnership Act; Companies Act; Industrial Enterprise Act; Foreign Investment Act; Labor Act; Trade Union Act; Mines and Minerals Act; Intellectual property - Patent, Design, Copyright and Trade Mark Act; Consumer Protection Act and regulations.

Unit VII: Socio-Cultural Environment 4 hours

Socio-cultural environment and its significance for business; Determinants of socio-cultural, environment - religion, language, education, family structure and social organizations; An analysis of how socio-cultural environment affects the Nepalese business; Emerging socio-cultural changes in Nepal.

Unit VIII: Environment, Energy and Technology 4 hours

Business and technology; Human factors and technology; Present level of technology adopted by the Nepalese business; Technology transfer issues; IT policy of Nepal; Impact of technological environment on the efficiency and competitiveness of Nepalese business; Energy situation in Nepal; Natural environment and energy management issues in Nepal.

Unit VIII: Global Environment 5 hours

Concept of globalization; Nature and types of globalization; Regional economic groupings of nations - SAPTA, SAFTA, and BIMSTEC - their impacts on the Nepalese business; Foreign Direct Investment in Nepal; World Trade Organization (WTO) – Nepal's membership - opportunities and threats for the Nepalese business.

Basic Texts

1. Pant, P. R. *Fundamentals of Business Environment in Nepal*. Buddha Academic Enterprises, Kathmandu.
2. Aggrawal, G. R. *Dynamics of Business Environment in Nepal*. M. K. Publishers, Kathmandu.

References

1. Aswasthappa, K. (Latest Edition). *Business Environment for Strategic Management*. Himalaya Publishing House, Mumbai.
2. Wetherly, P. and Dorrón, O. *The Business Environment: Themes and Issues*. Oxford University Press, New Delhi.
3. Ghosh, B. N. *Business Environment*. Oxford University Press, New Delhi
4. Paul, J. *Business Environment: Text and Cases*. Tata McGraw Hill, New Delhi.

MGT 312 Fundamentals of Entrepreneurship

Course Objectives

This course intends to provide students with the essential concepts, principles and skills of entrepreneurship so that students are able to apply them while launching and operating an entrepreneurial venture.

Course Description

To achieve the objective, the course covers the concept and nature of entrepreneurship, entrepreneurial intentions and strategies, creativity and business ideas, identifying and evaluating entrepreneurial opportunities, protecting intellectual property rights and other legal issues, business plan and emerging issues in entrepreneurship.

Course Outcomes

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

- Understand the fundamentals of entrepreneurship;
- Appreciate entrepreneurial intentions;
- Analyze entrepreneurial strategy;
- Know the concepts, nature and process of creativity and innovation;
- Identify and analyze entrepreneurial opportunities;
- Consider legal issues relating to intellectual property rights, licensing, and contracts;
- Write business plans;
- Comprehend emerging issues of entrepreneurship.

Course Contents

Unit I: Introduction

4 hours

Nature and development of entrepreneurship; Entrepreneurial process; Ethics and responsibilities of entrepreneurs; Role of entrepreneurship in economic development of a developing nation like Nepal; Promoting entrepreneurship in Nepal.

Unit II: Entrepreneurial Intentions

4 hours

Intention to act entrepreneurially; Entrepreneurs' background and characteristics; Role models and support system; Entrepreneurial intentions within existing organizations; Managerial versus entrepreneurial decision making; Establishing corporate entrepreneurship in organization.

Unit III: Entrepreneurial Strategy

5 hours

New entry; Generation of new entry opportunity; Entry strategy for new entry exploitation; Risk reduction strategy for new entry exploitation.

Unit IV: Creativity and Business Idea

8 hours

Concept of creativity; Creativity process; Ideas from trends analysis; Common sources of new venture ideas; Methods of generating ideas and solving problems; Creativity, innovation and entrepreneurship; Innovation: concept, types and classification of new products; Entrepreneurial innovation; Opportunity recognition; Product planning and development process; e-Commerce and business start up.

Unit V: Identifying and Analyzing Opportunities

7 hours

Concept; Opportunity recognition and opportunity assessment plan; Information sources; Sources of information for start-up entrepreneurs in Nepal; Nature and significance of international entrepreneurship; Domestic versus international entrepreneurship; Technological environment; Culture; Available distribution system; Motivation to go global; Strategic effects of going global; Foreign market

selection; Entrepreneurial entry strategies; Entrepreneurial partnering; Barriers to international trade; Implications for global entrepreneur.

Unit VI: Protecting Idea and other Legal Issues

8 hours

Concept and nature of intellectual property; Types of intellectual property; Need for a lawyer and criteria for selecting a lawyer; Patents: concept, types and procedure for obtaining patent rights in Nepal; Trademarks - concept, types and procedure for obtaining trademark rights in Nepal; Copyrights - concept and procedure for obtaining copyrights in Nepal; Concept of trade secrets and steps for protecting trade secrets; Licensing; Product safety and liability; Insurance; Contracts.

Unit VII: Business Plan

5 hours

Concept and nature of business planning; Business planning process; Concept, nature, scope and significance of business plan; Contents and criteria of a business plan; Information needs; Reasons for failing a business plan.

Unit VIII: Emerging Issues in Entrepreneurship

4 hours

Social issues: social entrepreneurship; Gender issues: women entrepreneurship; Minority issues: minority entrepreneurship; Environmental issues - eco-efficiency and ecopreneurship

Basic Text

Hisrich, R.D., Manimala, Mathew J., Peters, M. P. and Shepherd, D. A. *Entrepreneurship*. McGraw Hill Education (India) Limited, New Delhi.

References

1. Barringer, B. R. and Ireland, R. D. *Entrepreneurship: Successfully Launching New Ventures*. Pearson Education, New Delhi.
2. Roy, R. *Entrepreneurship*. Oxford University Press, New Delhi.
3. Blundel, R, and Lockett, N. *Exploring Entrepreneurship: Practices and Perspectives*. Oxford University Press, New Delhi.
4. Kuratko, D. F. and Rao, T. V. *Entrepreneurship: A South-Asian Perspective*. Cengage Learning, New Delhi.

FIN 436 Fundamentals of Financial Derivatives (Concentration III)

Course Objectives

The objective of the course is to familiarize students with the basic financial derivative instruments and their pricing principles. In particular, this course focuses on the economics of pricing derivative instruments, such as option, future, forward and swap. This course also helps students to design strategies for hedging risk by using the different financial instruments.

Course Description

This is the first course in financial derivatives. Therefore, it begins with an introduction to derivatives and derivative markets and moves to basic principles of options and option pricing. Then it deals on forward and future markets, swaps, and over-the-counter derivative instruments; and finally, deals on derivative markets in the context of Nepal.

Course Outcomes

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

- understand basic concepts, principles and practices related to derivative securities and derivative markets;
- understand option related terminologies, interpret option quotations and calculate payoff from option positions;
- value options using binomial and Black –Scholes-Merton option valuation models;
- pricing forward and future contracts and use them for hedging against risk;
- understand the significance of various swaps;
- familiarize with over-the-counter derivative instruments; and
- designing strategies for hedging risk.

Course Contents

Unit I: Introduction

5 hours

Derivative markets and instruments; core concepts in financial and derivative markets; spot and derivative markets; role of derivative market; myths in derivative markets; ethics in derivative markets; and career in derivative markets.

Unit II: Structure of Option Markets

5 hours

Option terminologies; development of options markets; call and put options; over-the-counter options market; exchange-listed option trading; mechanics of trading; option quotation; types of options; transaction costs in option trading; and regulation of option markets.

Unit III: Principles and Model of Option Pricing

12 hours

Principles of call and put option pricing; call-put parity; binomial options pricing model: features, single and multi-period binomial model; Black-Scholes-Merton options pricing model: assumptions, formula, factors affecting option price.

Unit IV: Forward and Future Contracts

10 hours

Development of forward and future markets; forward vs. future markets; future traders; mechanics of future trading; principles of pricing forwards and futures: interest, cost of carry, convenience yield, and risk; difference between forward and future prices and the sources of difference; hedging with forward and futures: basis, short and long hedging, hedge ratio, and the risk of hedging.

Unit V: Swaps**5 hours**

Concept, nature and features of swaps; interest rate swaps; currency swaps; and equity swaps.

Unit VI: Over-the-Counter Products**6 hours**

Interest rate options: caps, floors and collars; Swap options; Exotic options; Credit derivatives: credit default swap, credit default exchange swap, credit spread derivatives, total return swap and credit-linked note; and difference between securitization and credit derivatives.

Unit VII: Derivative Markets in Nepal**5 hours**

Development of derivative markets in Nepal; instruments traded in the market; mechanics of trading, regulation of derivative markets in Nepal; and issues in derivative markets of Nepal.

Basic texts

1. Chance, D. M. and Brooks, R. *An introduction to derivative and risk management*. New Delhi: Cengage Learning India Pvt. Ltd.
2. Kumar, S. *Financial derivatives*. New Delhi: Prentice - Hall of India.

References

1. Hull, J. C., and Basu, S. *Options, futures, and other derivatives*. Singapore: Pearson Education Singapore Pvt. Ltd.
2. Parasuraman, N.R. *Fundamentals of Financial Derivatives*. New Delhi: Wiley India.

NBE 398 Critical Thinking and Problem Solving (Elective Course - I)

Course Objectives

The main objectives of the course are to prepare students to be able to:

- identify flaws in arguments
- analyze the reasoning in newspaper articles, books and speeches
- assess the credibility and evidence and authorities
- make sound decisions and solve dilemmas
- approach any topic with the ability to reason and think critically.

Course Description

This is a course in critical thinking and problem solving for students who need reasoning skills for life and work. It focuses on the process of reasoning in a clear-headed and critical way, with the aims of developing an awareness of the importance of reasoning and of improving skill in analyzing and evaluating arguments.

Course Contents

The following themes or topics are included:

- introduction to reasoning
- analyzing reasoning
- evaluating reasoning
- recognizing implications
- evaluating evidence and authorities
- skills in the use of language
- exercising the skills of reasoning
- constructing reasoning

Teaching Methods

The teaching method should be such that it guides students through the processes of critical reasoning in a clear and engaging way. Attention needs to be given to evaluating the credibility of evidence and constructing reasoning, and in doing all the exercises.

Basic Text

Thomson, Anne. *Critical Reasoning: A Practical Introduction*. Third edition. London and New York: Routledge, 2009.

References

1. Fisher, A.E. *Critical Thinking: An Introduction*. Cambridge: CUP, 2001.
2. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
3. Leech, G.N., and Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.

NBE 391 Society and Politics (Elective Course)

Course Objectives

The purpose of this course is to help students understand the Nepalese political and social institutions and government system and analyze the challenges and implications of Nepal's political, social, and economic development. This course is therefore characterized by an exploration of different ideas regarding the most appropriate means and ends of human participation in civic, social and political life. The course aims to enhance the student's capacity to engage in active citizenship, informed by the insights and skills of social and political sciences. Being an active citizen implies that students are aware and responsible members of a community. They can belong to a community in which there are many communities – sometimes with divergent values and identities – but all sharing some common sense of responsibility and shared civic space.

Course Description

This course will present an overview of the political and social developments in contemporary Nepal. The first part of the course consists of a chronological analysis of Nepalese politics and international relations. In the second part the focus will be on various facets of contemporary Nepalese society, which may include education, women and gender issues, nationalism, religion, the environment, the aging and shrinking population, popular culture, and ethnic and social minorities.

Course Outcomes

Upon completion of the course, students should be able to:

- Understand the social systems within which people act, locally, nationally and more widely;
- Know important facts, concepts, and theories pertaining to Nepalese society, government and politics;
- Understand the importance of human rights and responsibilities for human dignity and for democratic modes of governance;
- Develop interest and capacity for active participation in the social and development activities;
- Discuss the gender, equality and empowerment issues;
- Explain the concept and practices of public affairs management and policy formulation process;
- Develop a sense of care for others and a respect for and a valuing of diversity in all areas of human life within the parameters of human rights principles.

Course Contents

The following themes or topics are included:

- An overview of Nepalese political and social systems
- Political parties, interest groups, and mass media
- Institutions of Government of Nepal
- The organizational structure of government(s) in Nepal, including local, district, regional and national levels
- Public affairs management and policy formulation process
- Human rights and civil liberties
- Rural society and inclusiveness issues
- NGOs and development
- Citizenship practices, civil society, and the state
- Diversity, social partnership and participation in development
- Governance issues
- Gender, equality, empowerment issues
- Nepal in the world arena
- Contemporary political and social issues in Nepal

References

1. Lewis, D. *The Management of Non-Governmental Development Organizations: An Introduction*, Lynne Rienner, London.
2. Howell, J. and Pearce, J. *Civil Society and Development: A Critical Exploration*. Lynne Rienner, London.
3. Drake, M. S. *Political Sociology for a Globalizing World*. Cambridge: Polity Press.
4. Nash, K. *Contemporary Political Sociology: Globalization, Politics, and Power*, Oxford and Massachusetts: Blackwell Publishers, Inc.
5. Abraham M. F. *Modern Sociological Theory*, OUP, New Delhi.

NBE395 Energy and Sustainable Development (Elective Course)

Course Objectives

This course attempts to highlight the basic issues on the relation between material/energy resources, the environment and sustainable development. Technological changes on greater efficiency of energy utilization, exploitation of renewable energy, adoption of cleaner environmental practices, and waste reduction that can lead to sustainable development will be explored. Specifically, management of energy and environment towards sustainability will be introduced.

Course Description

Principles, concepts and practices of energy and sustainable development will be introduced to students. It will examine the environmental, economic, and social dimensions of SD by focusing on growth and needs of human population, changing patterns of consumption, production, and distribution of resources and the associated environmental impact over time. Consideration will be given to the driving forces that influence SD with special reference to the impact on water resources, energy sources and uses, and waste management.

Course Outcomes

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

- Understand the basic concepts related to energy and sustainable development
- Perform basic analysis of energy systems
- Explain problems with current energy and environment assessment practices
- Discuss the environmental, economic and social dimensions of sustainable development
- Describe possible solutions to current energy problems
- Explain the concept, policies and practices regarding renewable energy

Course Contents

The following themes or topics are included:

- Energy's role in social, economic, and sustainable development.
- Conventional energy technologies and resources.
- Renewable energy technologies for buildings (including heating/cooling), power generation, transport, and agriculture.
- Environmental comparisons and climate change impacts.
- Environmental impacts and comparisons across a range of energy supply technologies.
- Environmental assessment chains.
- Economic analysis and comparisons -life cycle analysis, financial analysis, cost of conserved energy, and externalities.
- Cost assessment of supply technologies vs. energy-efficiency.
- Subsidy justifications, other tax and incentive policies
- Renewable energy policies, including feed-in tariffs, portfolio standards, targets, tax incentives, and bio-fuels mandates.
- Energy markets and governance
- Energy and climate change
- Sustainable energy futures.

References

1. Boyle, G. *Renewable Energy: Power for a Sustainable Future*. Oxford University Press, New Delhi.
2. Everett, B., Boyle, G., Peake, S. and Ramage, J. *Energy System and Sustainability*. Oxford University Press. New Delhi.

NBE 397 Population Dynamics and Development Challenges (Elective Course)

Course Objectives

The purpose of this course is to review major trends in Nepalese population changes and how these changes can be addressed (policy, strategy and practice) including issues and challenges to implementation, effectiveness and impact, and implications for key stakeholders. Particular emphasis is placed on population changes and needs related to youth, aging, health and disability.

Course description

This course examines the key relationships between population, natural resources and development in Nepal. The justification is that, Nepal is not only the poorest country with little development but also has the higher rate of population growth which militate against development efforts. This course attempts to discuss problems related to population and development in Nepal, and what Nepal should do to achieve sustainable development.

Course Outcomes

Upon completion of this course students will be able to:

- Understand the concept of population
- Describe major trends in Nepal's population changes;
- Identify important factors of population dynamics - fertility, mortality and migration and their general impact on social development.
- Discuss various policies related to population dynamics and natural resource management for sustainable development;
- Discuss the linkage between population dynamics and development challenges;
- Explain the social, economic and environmental implications of population changes and implications for people-centered and sustainable development;

Course Contents

The following themes or topics are included:

- Population dynamics - population size, density and growth, population changes, population ageing, current status, problems, and prospects in Nepal;
- Challenges of changing population and age distributions;
- Linkage between population dynamics and development challenges;
- Migration, urbanization and development;
- Gender equality and the empowerment of women;
- Demographic effects of changing women's roles (such as on the labor force participation);
- The effect of demographic characteristics on poverty and development activities in Nepal – capital swallowing, age dependent effects, investment diversion effects, and environmental concerns;
- Concern on population growth versus food, energy and resources;
- Population pressure on natural resources and possible solutions;
- Possible effects of demographic changes on businesses, marketing and socio-economic development;
- Achieving sustainable development and ensuring environmental sustainability
- Social security system in Nepal;
- Effects of legal and illegal out migration to foreign countries;
- Population related policies and programs in Nepal.

References

1. Birdsall, N., Kelley, A. C. and Sinding, S. W. *Population Matters: Demographic Change, Economic Growth, and Poverty in the Developing World*. Oxford University Press, New Delhi.
2. Weeks, J. *Population: An Introduction to Concepts and Issues*, Wordsworth Learning, Singapore.
3. Bhasin, K. *Understanding Gender*, Kali for Women Publishers, New Delhi.
4. Kawadia, G. and Ahuja, K. *Environmental Issues of Development*. Ambala: Associated Publishers.
5. United Nations. *Population Challenges and Development Goals*. UNO.
6. K. C., Bal K. *Population and Development in Nepal*. Central Department of Population Studies, TU.
7. CBS. *Population Census of Nepal and Other Related Publications*.

NBE393 Social Ecology and Environment (Elective Course)

Course Objectives

The objective of this course is to provide students with insights into the dynamics of human-environment interactions in Nepal. The ecology of human societies is about connections between ecological and human social, cultural, and organizational processes. It is a very broad and general subject that crosses numerous scientific disciplines. It therefore has to be approached in a broad and general way, with an emphasis on theoretical ideas.

Course Description

The core theme of social ecology and environment course is to understand the concept and quality of people–environment relationships. The course is designed around the main themes like environment, poverty and development; risk and adaptation to natural hazards and climate change; conservation, deforestation and biodiversity; and issues related to environmental policies and programs.

Course Outcomes

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

- Explain the concept and core principles of social ecology and environment;
- Discuss current environmental issues with an understanding of the basic social ecological concepts involved.
- Identify and describe major approaches that help to integrate social and ecological, or human-natural systems, dynamics, or understandings;
- Describe the multidimensional structure of human environment;
- Analyze the strengths and weaknesses of different approaches, including how they may help navigate environmental change;
- Analyze and express what purposeful socio-ecological change and awareness might entail, and understand how such changes might be engineered or fostered through policy, management, or other interventions;
- Explain how ecological culture works as a means of harmonizing interactions between society and nature.

Course Contents

The following themes or topics are included:

- Concept of social ecology
- Core principles of social ecology
- Human-environment system and transactions
- Multidimensional structure of human environment
- Concept of ecosystem; various ecosystems and their features
- Social hierarchy and domination over resources
- Social culture and economic relationship
- Present day socio-ecological crisis
- Environment and public policy
- Global environmental change
- Social Impact Assessment
- Ecological awareness
- Sustainability of social ecological system
- Ecological culture as a means of harmonizing interactions between society and nature.

References

1. Kogent, *Energy, Environment, Ecology and Society*. Wiley India, New Delhi.
2. Harper, C. L. *Environment & Society*, Pearson/Prentice Hall
3. Sutton, M. Q. and Anderson, E. N. *Introduction to Cultural Ecology*, Altamira Press
4. Rajagopalan, R. *Environmental Studies: From Crisis to Cure*. Oxford University Press. New Delhi.
5. Sankar, A. *Environmental Management*. Oxford University Press. New Delhi.
6. DeSimone, L. D. and Popoff, F. *Eco-efficiency: The Business Link to Sustainable Development*. MIT Press.

Management of Technology (Elective Course)

Course Objectives

The course focuses on different matters of importance and issues related to management of technology in the organizational context. It builds on students' knowledge about the role of technology in today's business world. They will understand how to better select technological opportunities and understand organizational challenges that prevent these technologies from being successful.

Course Description

This course is concerned with the management issues surrounding the technology being used in organizations. The focus will be on the theoretical and practical aspects of management of technology in organizations. This course is also concerned with human and organizational issues as well as strategic and operational issues related to technology introduction and use. It provides frameworks and management principles that managers can employ to cope with the challenges inherent in the implementation of rapidly advancing technology.

Course Outcomes

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

- Explain the key concepts and the dynamics of technology as used in business;
- Discuss the management issues related to technology acquisition, application, protection and maintenance;
- Analyze and formulate technology policies and strategies for business organizations;
- Know how to implement technology policies and strategies;
- Understand how to manage ideas and knowledge in a technology-based organization;
- Facilitate organizational change and sustainable improvements at the enterprise level through competitive work systems.

Course Contents

The following themes or topics are included:

- Introduction and key concepts of technology management
- Sources and types of technology
- Changing context of technological environment
- Critical factors in managing technology
- Strategic implications of technology
- Needs assessment of technology
- Industrial analysis and technology planning
- Technology choice and life cycle
- Technology acquisition and utilization
- Technological forecasting
- Organizational implications of technology
- Financial aspects in technology management
- Social issues in technology management
- Technological change and industrial relations
- Technology assessment and environmental impact analysis
- Human aspects in technology management
- Technology transfer, licensing, joint venture, technology alliance
- Technology management scenario in Nepal

References

1. Khalil, T. *Management of Technology: The Key to Competitiveness and Wealth Creation*. Tata McGraw Hill.
2. Rastogi, P. N. *Management of Technology and Innovation: Competing through Technological Excellence*. Sage Publications.
3. Schilling, M. *Strategic Management of Technological Innovation*. McGraw-Hill.
4. Burgelman, R. A., Christensen, C. M. and Wheelwright, S. C. *Strategic Management of Technology and Innovation*. McGraw-Hill, Boston.

NBE 392 Econometrics (Elective Course)

Course Objectives

This course aims at providing knowledge and skills on the application of the basic econometric tools for estimating, testing and forecasting economic relationships with the use of computer software packages like SPSS and Excel. In particular, the course aims to give students an awareness of the empirical approach to economics and the value this can add to decision making for consumers, firms and governments.

Course Description

The course covers elementary econometrics and makes extensive use of econometric software packages for quantitative and statistical analysis. Students will learn how to analyze empirical data, draw conclusions from it and discuss the limitations of the analysis. The main topics include linear and non-linear, simple and multiple regression models, assumptions of fitting regression, its remedial measures, various functional forms and their implications and the use of instrumental variables.

Course Outcomes

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

- Understand the nature and use of economic data.
- Describe and apply the classical linear regression model and its implications to cross sectional and time series data.
- Describe and detect violations of assumptions and their remedial measures.
- Make use of econometric software packages as tools of quantitative and statistical analysis to compute empirical results.
- Understand specification bias and use of instrumental variables.
- Enable students to apply these methods in their own research;

Course Contents

Unit I: Introduction to Econometrics

Meaning, scope and goals of econometrics; Methodology of econometrics; Mathematical and statistical prerequisites; Role of computer and software packages in econometrics.

Unit II: Simple Regression Analysis

Specification of dependent and independent variables; Stochastic and non-stochastic relations; Parameters of regression model; The disturbance term; Goodness of fit; The regression line; Residuals; Hypothesis testing and use of “t” test, “F” test, etc; Mean prediction and individual prediction and their confidence intervals.

Unit III: Multiple Regression Analysis

Obtaining multiple regression coefficients; A priori relation between dependent and independent variables; Interpretation of regression coefficients; Multiple R and coefficient of determination, R^2 ; ANOVA F test of the joint explanatory (independent) variables, Acceptance and rejection of hypothesis; Confidence interval for regression parameters; Testing linear restrictions; Scaling and unit of measurement. The basic ideas of multiple regression analysis; The problems of estimation and inference; The nonlinear regression.

Unit IV: Assumptions of Classical Linear Regression (OLS) Model

Nature of assumptions of OLS; Relaxing assumptions of OLS – autocorrelation (detection, implications and remedial measures), Multi-collinearity(detection, implication and remedial measures), Heteroscedasticity (detection, implications and remedial measures), Normality (detection, implication and remedial measures).

Unit V: Specification and Instrumental Variables

Model specification; Nature of specification errors; Effects of omitting relevant variables; Instrumental variables (Proxy variables); Conditions for using instrumental variable.

Basic Texts

1. Gujarati, D. N., Porter, D. C., and Gunasekar, S. *Basic Econometrics*. Tata McGraw Hill India.
2. Wooldridge, J. M. *Introductory Econometrics: A Modern Approach*. South-Western.

References

1. Kousoyiannis, A. *Theory of Econometrics*. Macmillan Press Ltd., London.
2. Dougherty, C. *Introduction to Econometrics*. Oxford University Press, New Delhi.
3. Stock, J. H. and Watson, M. W. *Introduction to Econometrics, Update*". Pearson Education, New Delhi.
4. Gujarati, D. *Econometrics by Example*. Palgrave Macmillan

Concentration

Human Resource Management

HRM 451 Labour Management Relations

Course Objectives

This course provides a basic introduction to the field of labour-management relations. It gives a balanced perspective of the requirements and goals of both union and management and prepares students to deal with labour-management relations issues in the workplace.

Course Description

This course deals with the context, policy, institutions and mechanisms of labour-management relations and includes labour relations system, environment, policy and legislation, trade unionism, industrial disputes, collective bargaining, workers' participation, work-place environment, wage issues and ILO and Nepal.

Course Outcomes

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

- Explain the concept of labour-management relations, the actors of the system, and the environmental forces influencing the labour relations climate;
- Discuss the concept of unionism and outline the rights, duties, and obligations employers and unions have under the Labour Act of Nepal;
- Identify and discuss the causes, types and consequences of labour disputes;
- Review the preparatory and execution elements of collective bargaining and of processes to break impasse such as strikes, lockouts, conciliation, and arbitration;
- Discuss the principles of employee discipline, grievance procedure and process;
- Explain the wage determination concept and issues and its effects on labour -management relations;
- Provide examples of when union-management collaboration and participation are appropriate and discuss how such collaboration can best be achieved;
- Explain the activities of ILO in Nepal.

Course Contents

Unit I: Labour Relations System

5 Hours

LRS – concept: Players of LRS – their composition, features and role in labour relations; Labour relations theory - historical development and current status.

Unit II: Labour-Management Relations Environment

8 Hours

Labour-management relations climate – social, political, legal, labour market and economic forces influencing labour-management relations in Nepal; Labour legislation in Nepal – main provisions and features of the Labour Act, Trade Union Act and Bonus Act; Structure of labour administration in Nepal; Employers' associations in Nepal.

Unit III: Trade Unionism

6 Hours

Concept; Functions and responsibilities of trade unions; History of trade union development in Nepal; Legal framework; Registration and recognition of trade unions; Existing structure of trade unions; Problem of multiple unionism; Inter-union conflict; International trade union federations.

Unit IV: Industrial Disputes in Nepal

9 Hours

Definition; Causes and effects of industrial disputes in Nepal; Types of disputes – legal and illegal, overt and covert expressions of conflict; Unfair labour practices; Procedures of making claims and

complaints by unions; The grievance handling procedure; Industrial relations machinery – prevention and settlement of disputes; Conciliation and arbitration systems; Labour court – its composition and functioning.

Unit V: Collective Bargaining

5 Hours

Concept, nature, purpose and significance of collective bargaining; Collective bargaining system; Prerequisites for collective bargaining; Legal framework of collective bargaining; Collective bargaining in Nepal.

Unit VI: Workers' Participation

4 Hours

Concept, purpose and significance; Forms of participation; Legal provisions in Nepal;

Unit VII: Wage Issues in Labour Relations

6 Hours

Wage components; Criteria and methods of wage determination; Minimum wage policy in Nepal; Wage differentials; Union influence in wage fixation; Profit sharing and incentive systems.

Unit VIII: ILO and Nepal

5 Hours

Objectives and structure of the ILO; International Labour Standards; Nepal's response to ILO conventions and standards; ILO and labour related activities and projects in Nepal.

Basic Texts

1. Pant, P. R and Manandhar, N. *Industrial Relations in Nepal*. FNF and IRF, Kathmandu.
2. Venkata Ratnam, C. S. *Industrial Relations*,: Oxford University Press, New Delhi
3. Monappa, A. *Industrial Relations*. Tata McGraw Hill, New Delhi:.

References

1. Singh, B. D. *Industrial Relations and Labour Laws*. Excel Books India.
2. Kanoon Byabastha Samiti. *Labour Act, Trade Union Act and Bonus Act*.

HRM453 Compensation and Benefits Management

Course Objectives

The purpose of the course is to develop the knowledge and skills of students to effectively manage the important function of compensation and benefits management. The course will also assist students to learn how to create effective compensation systems and serve as a useful strategy to promote organizational efficiency, equity and productivity.

Course Description

This course examines the full range of compensation topics with emphasis on how compensation systems will likely impact productivity, equity, and the firm's ability to recruit and keep highly skilled and motivated employees. Topics include: job description, analysis and evaluation systems; equity issues and requirements; design and use of wage and salary surveys; performance, merit and incentive pay systems; statutory and non-statutory employee benefit packages and systems; and administration of compensation systems.

Course Outcomes

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

- Understand the fundamentals of compensation management and explain why an effective compensation system is important to organizations;
- Explain the economic models of labour market and their implications on employee compensation;
- Define employee benefits, rewards and incentives and their concepts and types;
- Explain how to formulate the reward and compensation strategy in view of the growing external competition;
- Discuss the importance of determining compensation values and benefits through job, market and individual performance;
- Explain the issues in the current practices of employee compensation, rewards and benefits management in Nepalese organizations.

Course Contents

Unit I: Compensation Fundamentals

5hours

Concept and objectives of compensation; Significance of employee compensation; Wage and compensation; Principles of wage formulation; Wage components; Types of wages; Wage policy in Nepal.

Unit II: Compensation Management

4hours

Concept; Determinants of compensation decisions; Compensation benchmarking; Executive compensation – concept and components; Compensation trends in Nepal.

Unit III: Employee Compensation and Labour Market

7hours

Economic theories and employee compensation; Macroeconomics of labour market; Unemployment and its effects on labour market; Microeconomics of labour markets; Implications of economic models of labour market on employee compensation.

Unit IV:Employee Benefits**10hours**

Concept; Non-monetary benefits; Types of benefits; Statutory benefits; Deferred compensation plans; Equity in employment benefits; Employee benefits and productivity; Productivity-linked employee benefits; Benefits determination process; Employee reward system – meaning and objectives; Managing rewards –strategies, difference between compensation and rewards; Philosophy of reward; Pay structures and systems; Equity-based rewards; Reward strategies and the psychological contract; Job grades and Career mapping; Developing a reward strategy.

Unit V:Compensation Management and Job Evaluation**7hours**

Job evaluation – concept, steps and techniques; Job assessment; Alternative methods of job assessment; Pay surveys; Pay and performance; Features of flexible work schedules; Job sharing, compressed workweeks and telecommuting.

Unit VI:Attaining Competitiveness**6hours**

Concept of external competitiveness; External influence on compensation; Pay level and pay mix; Factors shaping external competitiveness - labor market factors, product market factors and ability to pay; Competitive pay policy; Pay-Mix Policy alternatives; compensation and motivation.

Unit VII:Current Practices in Nepal**6hours**

Flexible benefits; National minimum wage; Commissions and sales staff; Profit sharing; Role of the government and unions in compensation; Retirement, healthcare, and social security concerns and issues; Benefit programs and compensating special groups; Issues in employee compensation administration and benefits management.

Basic Texts

1. Bhattacharya, D. K. *Compensation Management*. Oxford University Press, New Delhi.
2. Milkovich, G. T. and Newman, J. M. *Compensation*. Tata McGraw Hill, New Delhi.

References

1. Henderson, R. I. *Compensation Management in a Knowledge Based World*. Pearson Education, New Delhi.
2. Armstrong, M. *Employee Reward Management and Practice*. Bell & Brain. London.

HRM 452 Contemporary Issues in Human Resource Management

Course Objectives

The aim of this course is to familiarize students with current issues in HRM and contemporary challenges in the area. Students should have clear understanding of the complexities of organizational functioning and issues facing contemporary workplaces and in particular behavioural issues that occur within organizations.

Course Description

A range of topics have been selected to represent current and emerging trends and issues in HRM. The emphasis in this course is on building students' knowledge of the latest thinking about HRM and skills of critical analysis of the emerging HRM issues.

Course Outcomes

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

- Explain the concept of strategic HRM and the role of HR for strategic advantage;
- Discuss the changing context of work and HRM;
- Explain contemporary HR issues and developments and discuss their implications for organizations;
- Identify the talent management issues and explain the concept of employee engagement and its relationship with talent management;
- Explain the career management system and issues in organizations;
- Describe the concept and importance of employee counseling, mentoring, stress management, diversity management, compensation and reward management, and work-life integration as emerging critical issues for organizations;
- Analyze contemporary issues for the management of people in organizations including careerism, flexibility, involvement, and empowerment.

Course Contents

Unit I: Contemporary HRM Environment

5 hours

An overview of contemporary HRM; HRM environment analysis; The changing context of work; HRM in knowledge economy; HRM and organizational change including downsizing and outsourcing; Technological advances and workplace

Unit II: Strategic HRM

6 hours

Concept; Theoretical perspectives on SHRM; SHRM approaches; The changing nature and purpose of the HR profession; Sources of competitive advantages; Roles of HR for competitive advantage; Design of HR strategy; Balanced scorecard and HR scorecard; HRM and TQM

Unit III: Talent Management and Employee Engagement

6 hours

Concept of talent; Talent as a source of competitive advantage; Acquiring, retaining, nurturing and developing talent; Talent mapping; Employee engagement and its relationship with talent management; Strategies for "war for talent".

Unit IV: Career Management

5 hours

Concept; Career stages; Career planning; Career development; Career management systems; Traditional and career development forces; Career management for specific HR issues; Organizational justice.

Unit V: Counseling and Mentor Relationship**8hours**

Concept and importance of counseling; Counseling as a positive and constructive supervisory tool; Methods of counseling; Concept of mentoring; Mentoring relationship; Models and approaches; Outcomes of mentoring program; Barriers to mentoring; Issues in mentoring.

Unit VI: Stress Management and Bullying in the Workplace**10hours**

Concept; Causes of workplace stress; Cognitive factors and stress; Self-appraisal for stress; Stress management techniques and strategies; Relaxation methods; Workplace bullying – concept; Synonyms that reflect the seriousness of bullying - Psychological violence, Psychological harassment, Personal harassment, Mobbing, Emotional abuse at work; Euphemisms intended to trivialize bullying and its impact on bullied people - incivility, disrespect, difficult people, personality conflict, negative conduct, ill treatment.

Unit VII: Work-Life Integration**5hours**

Work-life Balance – concept, importance, measures and issues; Work-family conflict; Work-family culture; Flexible working practices; Flexi-time as a retention tool; Family-friendly workplace and policies; Work-life integration.

Unit VIII: Managing Diversity**6hours**

Concept and objectives; Guiding principles; Strategic thinking and people-centred policies; Implementation of HR diversity policies; Multi-generational challenges in workplace; Developing a framework of HR diversity management; Major issues and objectives of HR diversity management

Unit IX: Key Issues**4hours**

Key contemporary issues for the management of people in organizations including careerism, flexibility, involvement, empowerment and impact on careers; Knowledge work; Organizational justice; Measures of effectiveness of HR practices.

Basic Texts

1. Grobler, P. and Warnich, S. *Contemporary Issues in Human Resource Management*. Oxford University Press, New Delhi.
2. Redman, T., and Wilkinson A. *Contemporary Human Resource Management*. Prentice Hall of India.
3. Agrawala, T. *Strategic Human Resource Management*. Oxford University Press, New Delhi.

References

1. Sisson, K. and Storey, J. *The Realities of Human Resource Management: Managing the Employment Relationship*. Buckingham: Open University Press.
2. Burke, R.J. and Cooper, C. (eds). *Reinventing HRM: Challenges and New Directions*. London: Routledge.
3. Haldar, U. K. and Sarkar, J. *Human Resource Management*. Oxford University Press, New Delhi.
4. Bohlander, G. W. and Snell, S. A. *Principles of Human Resource Management*. Cengage Learning, New Delhi.

HRM 455 Performance Appraisal

Course Objectives

The basic objective of the course is to provide students with an overview of performance appraisal system and explain how performance is aligned with the strategic goal attainment of an organization. Performance appraisal is a powerful motivational aid effective for the individual being appraised – a chance for them to get some feedback, receive rewards and plan for the future. The basic aim of the course is therefore to establish a general understanding of the performance appraisal system in use and its relationship with the employee motivation and their performance.

Course Description

This course is an in-depth study of the various methods, alternatives, and process of performance appraisal. It provides different traditional as well modern techniques for the employees' performance appraisal. The course also deals with developing an effective performance appraisal system for business organizations and its effective implementation to facilitate equity, increased employees motivation and improved organizational performance.

Course Outcomes

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

- Acquire basic knowledge of performance appraisal, its objectives, approaches, benefits and problems;
- Identify and evaluate various methods and sources for the appraisal;
- Identify, compare and contrast the traditional and the modern approaches to performance appraisal;
- Be aware of the possible biases affecting the performance appraisal results;
- Develop and implement an effective performance appraisal system for organizations.

Course Contents

Unit I: Introduction

7hours

An overview of performance appraisal; Role of appraisal in performance management; Objectives of performance appraisal; Steps to performance appraisal; Performance appraisal design; Approaches to performance appraisal; Potential benefits and problems associated with performance appraisals.

Unit II: Methods and Sources of Performance Appraisal

6hours

Parties involved in performance appraisal; Appraisal methods and process -multi-appraisal, peer appraisal, subordinate appraisal, appraisal by external parties, self-appraisal, appraisal by customers and clients.

Unit III: Traditional Methods of Performance Appraisal

9 hours

Straight ranking method; Paired comparison techniques; Man-to-man comparison; Grading method; Graphic or linear rating scale; Forced choice description method; Checklist method; Critical incident method; Work standard approach; Group appraisal method; Field review method.

Unit IV: Modern Alternatives to Performance Appraisal

8hours

Appraisal by results and objectives (MBO) – concept, advantages and disadvantages; Steps followed in MBO-based appraisal; The 360-degree appraisal; Potential appraisal – concept and techniques of potential appraisal.

Unit V: Potential Problems in Performance Appraisal**7hours**

Opposition to evaluation; Halo effects; Leniency or strictness error; Error of strictness; Central tendency error; Recency effect; Contrast error; Similarity effect; Methods of minimizing these errors and biases.

Unit VI: Implementation of Performance Appraisal System**5hours**

Frequency of appraisal; Briefing; Training; Pilot study; Cascade approach; Encouraging employee involvement; Monitoring and reviewing performance appraisal system; The appraisal interview; Counseling employees with problems.

Basic Texts

1. Bhattacharya, D. K. *Performance Management Systems and Strategies*, Pearson India Education Services, New Delhi.
2. Anderson, G. C. *Managing Performance Appraisal System*, Blackwell Publishers.

References

1. Rao T. V. *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books, New Delhi.
2. Aguinis, H. *Performance Management*. Pearson India Education Services, New Delhi.

HRM 454 Negotiation and Conflict Management

Course Objectives

The main focus of the course is to build a general understanding of students about negotiation and conflict management in the organizational context. The course also aims to develop the ability of students to diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more effective negotiations. This course is also helpful to students in building their confidence and skills regarding negotiation and conflict resolution in a variety of business contexts.

Course Description

This course deals with negotiation – strategies and styles – within an employment context. In addition to conceptual understanding, students are expected to identify and diagnose the nature and types of conflict situations and negotiation processes, and develop the strategy accordingly. The course identifies the various types of barriers and also provides some remedial measures for negotiation and conflict management. To provide better understanding, the course also raises some other relevant issues and presents some practices of negotiation and conflict management.

Course Outcomes

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

- Understand the central concepts of negotiation and conflict;
- Identify the conflict situations in the workplace;
- Effectively diagnose, plan and develop strategy for different types of negotiation situations;
- Develop negotiating skills and confidence in a variety of contexts;
- Describe key attributes of alternative dispute resolution procedures such as the mediation process;
- Know various barriers to effective negotiation process and ways of overcoming them;
- Understand the nature of conflict under various contexts and cultures and also understand the approaches to negotiate them;
- Know some other issues and have some real instances related to negotiation and conflict management.

Course Contents

Unit I: Introduction

7 hours

Concept and nature of conflict; Conflict as a process; Effects of conflict; Concept, nature and characteristics of negotiation; Relevance of conflict management and negotiation skill for organizations; Framing issues in negotiation.

Unit II: Conflict Management

Conditions creating conflict situation; Harnessing diversity and differences; Strategies that avoid escalation of conflict; Communication skills for conflict resolution; Win-win negotiating; Issues in conflict management.

Unit III: Types of Negotiation

9 hours

Distributive negotiation; Negotiating strategy; Stages in the distributive negotiation process; Tactics of distributive negotiation; Integrative negotiation; Stages in integrative negotiation process; Facilitating successful integrative negotiation; Cognitive biases in negotiation; Tactics of integrative negotiation.

Unit IV: Managing the Negotiation Process**4hours**

Preparing for Negotiation; Developing a strategy; Getting started; Building understanding; Bargaining; Closing; Ethics in negotiation.

Unit V: Barriers to Negotiation**7hours**

Die-hard bargainers; Lack of trust; Information vacuums and the negotiator's dilemma; Structural impediments; Spoilers; Difference in gender and culture; Difficulty in communication, The power of dialogue; Recognizing and overcoming barriers to negotiation.

Unit VI: Negotiation among Cultures**9hours**

Understanding different cultures; Adopting culture specific strategies; International and cross-cultural negotiation; Bargaining in multiple parties and teams; Differences between group and multiparty negotiations; Managing multiparty negotiations; Third-party approaches.

Basic Texts

1. Roy, J. L., David, M. S., Barry, B. and Minton, J. W. *Essentials of Negotiation*. Boston: Irwin/McGraw-Hill.
2. Laws, A. *Negotiations*, Orion Printers Pvt. Ltd., Hyderabad.

References

1. Harvard Business Essentials Series, *Negotiation*, Harvard Business School Publishing Corporation.
2. Hiltrop, J. M. and Udall, S. *The Essence of Negotiation*, Prentice-Hall of India Private Limited.
3. Moore, C. W. *The Mediation Process*. Jossey-Bass.
4. Ury, W. *Getting Past No: Negotiating with Difficult People*. Bantam.
5. Raiffa, H. *The Art and Science of Negotiation*. Harvard University Press.

HRM 456 Human Resource Development

Course Objectives

This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. This course focuses on strategies for assessing, designing, and implementing training and organizational development efforts that positively impact the performance of the individual and the work group.

Course Description

The course provides an overview of change interventions, including training and staff development; succession planning and performance management; factors that influence HRD; the consulting role and skills of the HRD professional, including facilitation and group dynamics; and the trends in HRD, such as human performance technology and the work out process model.

Course Outcomes

After completion of the course, students should be able to:

- Define Human Resources Development and explain its growth as a sub-set of Human Resources Management;
- Identify and discuss the concept of learning including (a) major theories of learning, (b) issues to be considered in order to maximize learning, (c) the factors that affect the transfer of training, (d) differences among learners, and (e) organizational learning.
- Explain the methods used in assessing HRD needs;
- Discuss the concept and methods of designing, delivering and evaluating training programs;
- Explain methods for coaching, counseling, mentoring, career development programs;
- Discuss the concept and methods of industry-academia collaboration for developing human capital.

Course Contents

Unit I: Introduction to Human Resource Development

6 hours

Concept of human resource development (HRD) and its features; Relationship between HRM and HRD; HRD mechanisms, processes and outcomes; Roles and competencies of HRD professionals; Current trends in HRD; Challenges in HRD.

Unit II: Learning and HRD

8 hours

Learning and training; The forces influencing working and learning; Individual differences in the learning process; Learning theories and strategies; Implications of learning theories for effective HRD programs; Recent developments in learning – organizational learning.

Unit III: Designing, Delivering and Evaluating Training Programs

10 hours

Business goals versus training; Different phases of training; Identifying and analyzing training needs – organizational, task and person analysis; Setting out the training objectives and action plans; Training delivery methods; Evaluating a Training Program – concept, purposes and principles of training evaluation; Methods of training evaluation; Data collection for training evaluation; Ascertaining the reactions of the participants; Measuring the participants' learning: Knowledge, skills and changes in attitudes and values.

Unit IV: Coaching, Mentoring and Performance Management

7hours

Coaching - concept, objectives, prerequisites and benefits; Differences between coaching and training; Competencies of coaches; Management support in coaching; Mentoring - concept and benefits;

Mentoring versus coaching; Implementing mentoring practices; Performance management - concept and purposes of performance evaluation; Human factors influencing performance; Framework of performance evaluation; The feedback interview; Linking performance evaluation with development and rewards; Problems in performance evaluation.

Unit V: Counseling

5hours

Concept, benefits and prerequisites of employee counseling; Differences between counseling and coaching; Guidelines for effective counseling; Counseling need symptoms; Types of counseling; Employee Assistance Programs ; Employee Wellness and Health Programs ; Managing stress through counseling; Issues in counseling.

Unit VI: Career Planning and Development

7hours

Concept of career; Career stages; Matching personality and career choice; Career development for recent hires, career development during midcareer and career development for preretirement; Career planning and pathing; Managing dual careers; Managing second half of life.

Unit VII: Developing Collaboration

5hours

Industry and academia collaboration: Concept, benefits and challenges; Guidelines for effective collaboration; Assessment of industry-academia collaboration efforts for developing human capital in Nepal.

Basic Texts

1. Haldar, U. K. *Human Resource Development*. Oxford University Press. New Delhi.
2. Werner, J. M., and DeSimone, R. L. *Human Resource Development*. CENGAGE Learning, New Delhi.

References

1. Mankin, D. *Human Resource Development*. Oxford University Press, New Delhi:
2. Rishipal. *Training and Development Methods*. S. Chand, New Delhi.
3. Armstrong, M. *Armstrong's Handbook of Human Resource Practice*. London: Kogan Page.
4. Agochiya, D. *Every Trainer's Handbook*. Sage, New Delhi.
5. Ivancevich, J. M., and Hoon, L. S. *Human Resource Management in Asia*. McGraw Hill, Singapore.

Concentration

Small Business and Entrepreneurship

SBE 461 Small Business Entrepreneurship

Course Objective

The main objective of this course is to impart students the knowledge and skills of entrepreneurial small businesses so that students may successfully apply them to start and manage such businesses as a career option or help and advice their owners and managers for smooth operations.

Course Description

To achieve the objective, this course deals with the nature, role and ethics of small business, characteristic features of entrepreneurs, business ideas, options for starting of small business, small business strategies, business plan, small business marketing, small business management and small business accounting and finance.

Course Outcomes

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

- Understand the fundamentals small business entrepreneurship
- Recognize opportunity and generate ideas for small business
- Use the skills of starting up a small business
- Develop small business strategies and plan
- Appreciate the need for business advice and assistance
- Consider the issues small business management
- Comprehend the need for small business accounting and finance

Course Contents

Unit I: Introduction

5 hours

Concept of small business; Characteristics of small business; Advantages and disadvantages of small business; Small businesses *versus* high growth ventures; Small business owners *versus* entrepreneurs; Motivation for choosing; Opportunities and rewards for starting small business; Starting a small business: entry competencies; Factors affecting success and failure of small business; Role of small business in the Nepalese economy; Small business ethics.

Unit II: Small Business Ideas

4 hours

Sources of business ideas; Screening ideas; Ideas, opportunities and creativity: innovative frame of mind; Avoiding pitfalls; Types of innovations small businesses develop; Feasibility of an idea: pilot testing; Methods of being creative

Unit III: Starting Up Small Business

7 hours

Starting a part-time business: significance, types and success factors; Starting a full-time business: new, purchasing and franchising; Starting a new business: advantages and disadvantages, increasing chance of success; Purchasing an existing business: advantages and disadvantages, determining value of business and structuring the deal; Franchising: advantages and disadvantages, franchising opportunities and legal considerations

Unit IV: Small Business Strategies and Business Plan

6 hours

Strategy in small business; Small business strategy process: pre-strategy, benefits, strategy selection and competitive strategy; Life cycle and business strategy; Concept of business plan; Key element of business plan: vision and mission statements, elevator pitch, executive summary and business plans; Strategizing for business plan; Contents of business plan; Presenting business plan

Unit V: Business Advice and Assistance**5 hours**

Concept of business advisor; Types of professional advisor; Advisory styles; Sourcing advisors; Choosing a professional advisor; Forms of support for new and small business in Nepal; Government assistance; Private sector assistance; Assistance from INGOs and NGOs; Business incubation and incubators

Unit VI: Small Business Marketing:**7 hours**

Product and pricing strategies; Promotion strategies: determining value proposition, market segmentation, developing message, conveying message; Process of personal selling; Customer relationship management: strategies and steps; Distribution: direct marketing, Internet, distribution issues for direct marketing and non-direct marketing

Unit VII: Small Business Management**5 hours**

Forms of small business organizations and their relative advantages and disadvantages; Organization structure; Acquisition of staff; Management process; Concept of operations management; Operations management process; Physical site factors: premises, location and layout; Inventory and supply management

Unit VIII: Small Business Accounting and Finance**5 hours**

Need of accounting for small business; Setting up accounting system; Financial reports; Uses of financial accounting; Managing cash flow; Preventing cash flow problems; Sources of small business financing; Choosing right source of financing; Managing receivables and inventory; Budget for small business

Basic Text

Katz, J. and Green, R. *Entrepreneurial Small Business*. Tata McGraw-Hill Education, New Delhi.

References

1. Shaper, M., Volery, T., Weber, P., and Lewis, K. *Entrepreneurship and Small Business*. Wiley India, New Delhi.
2. Zimmerer, T., W. and Scarborough, N. M. *Essentials of Entrepreneurship and Small Business Management*. Prentice-Hall of India Ltd., New Delhi.
3. Roy, R. *Entrepreneurship*. Oxford University Press, New Delhi.
4. Khanka, S.S. *Entrepreneurial Development*, S. Chand & Co., New Delhi

SBE 462 Small Business Finance

Course Objectives

This course is designed for students seeking a full understanding of the financial aspects and issues of a small business. By looking at financial statements, forecasts, budgeting and breakeven analysis, the student will gain a solid foundation of the financial concepts and skills necessary for the launching and operating a small business.

Course Description

This course deals with the fundamentals of small business finance, preparing financial statements, evaluating operating and financial performance, managing cash flows, costs of capital, Creating and recognizing venture value, professional venture capital, other financial alternatives and financial distress.

Course Outcomes

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

- Understand the fundamentals of small business finance;
- Prepare and use small business financial statements;
- Evaluate operating and financial performance of small business;
- Manage small business cash flows;
- Determine costs of financial capital;
- Create and recognize venture value;
- Know professional venture capital; and
- Use alternative financing and resolve financial distress

Course Contents

Unit I: Introduction

5 hours

Concept and nature of small business finance; Organizing and financing a small business; Forms of small business organization; Choosing a form of organization and its tax and other considerations; Seed, start-up and first round financing sources: financial bootstrapping, Business angel funding and first-round financing opportunities.

Unit II: Preparing and Using Financial Statements

7 hours

Obtaining and recording necessary resources for small business; Business assets, liabilities and equity; Sales, expenses and profits; Internal operating schedules; Statement of cash flows; Operating and survival break even analysis; Identifying break even drivers in revenue projections.

Unit III: Evaluating Operating and Financial Performance

7 hours

Concept and need of operating and financial performance; Operating and financial performance measures by stages of life cycle; Financial ratios; Cash burn rates and liquidity ratios; Measuring financial leverage ratios; Profitability and efficiency ratios; Industry comparable ratio analysis.

Unit IV: Managing Cash Flows

6 hours

Financial Planning throughout venture life cycle; Surviving in the short run; Short-term cash planning; Projected monthly financial statements; Cash planning from projected monthly financial statements; Conversion period ratios.

Unit V: Costs of Financial Capital**5 hours**

Implicit and explicit financial capital costs; Determining the cost of debt capital; Concept and measures of investment risks; Estimation of cost of equity capital; Weighted average cost of capital; Life cycle weighted average cost of capital.

Unit VI: Creating and Recognizing Venture Value**6 hours**

Concept of venture worth; Basic mechanics of valuation; Required versus surplus cash; Just-in-time equity valuation; Accounting versus equity valuation cash flows; Basic venture capital valuation method; Earning multipliers and discounted dividends.

Unit VII: Professional Venture Capital**6 hours**

Concept and nature of professional venture capital; Professional venture investing cycle; Determining fund objectives and policies; Organizing new fund; Soliciting investments in new funds; Obtaining commitments for a series of capital calls; Conducting due diligence and actively investing; Arranging harvests or liquidation; Distributing cash and securities proceeds.

Unit VIII: Other Financing Alternatives and Financial Distress**6 hours**

Facilitators, consultants and intermediaries; Commercial and venture bank lending; Credit cards; Government financing programs; Receivables lending and factoring; Debt, debt substitutes and direct offerings; Concept and nature of financial distress; Resolving financial distress.

Basic Text

Leach, J. C., and Melicher, R. W. *Entrepreneurial Finance*. New Delhi: South-Western

References

1. Leach, J. C. and Melicher, Ronald W. *Finance for Entrepreneurs*. New Delhi: Cengage Learning
2. Smith, J. K., Smith, R. L. and Bliss, R. T. *Entrepreneurial Finance: Strategy, Valuation and Deal Structure*. California: Stanford University Press
3. Ahmed, R. *Rural Banking and Economic Development*, Mittal publications, New Delhi.

SBE 465 Social Entrepreneurship

Course Objectives

The main objective of this course is to impart students with the fundamental knowledge social entrepreneurship and the skills to require for launching, managing and achieving growth of social enterprise as a career option.

Course Description

This course deals with a number of topics such as the concepts of social entrepreneurship and social entrepreneurs, social entrepreneurship ideas and opportunities, developing concept of social enterprise and social enterprise business plan, social enterprise fundraising and marketing, and social enterprise launch, growth and goal attainment

Course Outcomes

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

- Understand the fundamentals of social entrepreneurship;
- Know social entrepreneurs;
- Recognize opportunities and generate ideas of social enterprises;
- Develop social enterprise concepts and models;
- Identify and analyze entrepreneurial opportunities;
- Write social venture plans;
- Measure social value; and
- Launch social enterprise and prepare for its growth

Course Contents

Unit I: Introduction

5 hours

Nature and concept of social entrepreneurship; Myths about social entrepreneurship; Emergence of social entrepreneurship as global movement; Pioneers of social entrepreneurship; Process of social entrepreneurship; Growth of social entrepreneurship; Theories of social entrepreneurship; The forces on social entrepreneurship.

Unit II: Social Entrepreneurs

5 hours

Social entrepreneurs: concept, traits, and characteristics of successful social entrepreneurs, functions; Difference between social entrepreneurs, business entrepreneurs, government and activism; Examples of world renowned social entrepreneurs.

Unit III: Ideas and Opportunities

6 hours

Introduction to social entrepreneurship ideas and opportunities; Creative process of social entrepreneurship: access to information, utilization of information, creativity and ideas; Moving from ideas to opportunities; Sources of opportunities.

Unit IV: Developing Social Enterprise Concept

5 hours

Introduction to social enterprise concept; Social enterprise mission; Business models; Types of business model; Threats to business model.

Unit V: Social Enterprise Business Plans**5 hours**

Concept of business plan; Business plan summary; Description of the enterprise; The team; The market and industry; Marketing and fundraising; Financial plan; Goals and objectives with a timeline; Risk assessment; Supporting document; Pitfalls.

Unit VI: Measuring Social Value**5 hours**

Concept of social value; Need for measuring social value; Methods of measuring social value; Social return on investment; Measuring vulnerability and efficiency of social enterprise; Organizational effectiveness of social enterprise.

Unit VII: Entrepreneurial Fundraising and Marketing**7 hours**

Introduction; Types of fundraising; Personal relationships; Direct mail; Fundraising events; Tele-funding; Traditional media; Virtual means; Spending of raised funds; fundraising strategies; Social enterprise marketing; Steps in building social enterprise marketing strategy; Social enterprise messages; Pricing.

Unit VIII: Launch, Growth and Goal Attainment**7 hours**

Introduction; Preparing for growth; Substitutes for service; Socioeconomic and demographic changes; Public policy shifts; Bargaining power of sellers and buyers; Social enterprise growth strategies; Myths about growth; Challenges of growth and change; Growth and risk; End of the social entrepreneurship process.

Basic Texts

Brooks, A. C. *Social Entrepreneurship: A Modern Approach to Social Value Creation*. New Delhi: Prentice-Hal India Ltd.

References

1. Bornstein, D. and Davis, S. *Social Entrepreneurship: What Everyone Needs to Know*. New Delhi: Oxford University Press.
2. Gunn, R. and Durkin, C. (Eds). *Social Entrepreneurship: A Skills Approach*. Bristol: The Policy Press.

SBE 466 Venture Ideas and Models

Course Objectives

Creating a new business is a challenging and complex task. The road to entrepreneurial success is long, winding and strewn with pitfalls, obstacles and blind turns. The risks of starting a new business are high, as illustrated by the high failure rates for new ventures. This course provides students with an applied, practical exposure focusing on the development, testing, and validation of business models in support of new venture creation.

Course Description

The New Venture Development course helps students to develop their critical and analytical skills necessary to form and then launch a viable and sustainable new venture. The ability to identify and act on a promising opportunity as well as good management practice is critical for a new venture. This course will enable students to discover their unique talent for entrepreneurship as well as ensuring the business model fits the identified opportunity.

Course Outcomes

At the end of the course, students learn how to use a business model to brainstorm and design each part of their venture, from customer experience to early product development. Specific skill development and issues covered include:

- Opportunity Identification - Articulating the problem to be solved and the potential benefit to the customer;
- Customer Discovery - Testing your assumptions about the alignment between your product offering and targeted market through interviews and surveys with early potential customers;
- Value Proposition - Synthesizing the unique benefits of new offerings through comparisons with the competition in the marketplace;
- Early Product Development - Building minimal viable products to test customer acceptance;
- Profit Models - Identifying revenue sources while minimizing cost factors;
- Business Model Development - Turning your new venture idea into a business model designed to test and validate assumptions about what it takes to build repeatable and scalable business;
- Startup Metrics - Identifying critical indicators for benchmarking, measuring, and monitoring.

Course Contents

This course links theory and practice in providing hands-on experience in the creation and development of a new venture. Students, individually and in teams, take a multidisciplinary approach to the preparation and presentation of a professional business plan.

In the process, the course focuses on developing skills conducive to venture success, including team building, organizing, planning, integrating, and persuading. In addition, students will analyze several business plans. Also, external experts will provide advice and insight on business plan development and related matters.

The following themes or topics are included:

- The basics of new venture ideas and model building
- Opportunity identification
- Risk assessment
- Venture model building
- Customer understanding and business models
- Venture Plan preparation
- Market entry strategy

- Survival and growth strategy

References

1. Blundel, R. and Lockett, N. *Exploring Entrepreneurship: Practices and Perspectives*. Oxford University Press, New Delhi.
2. Timmons, J. A. and Seinelli, S. *New Venture Creation: Entrepreneurship for the 21st Century*. Irwin McGraw Hill.
3. Roy, R. *Entrepreneurship*. Oxford University Press, New Delhi.
4. Khanka, S.S. *Entrepreneurial Development*, S Chand & Co., New Delhi.

SBE 464 Retail Management

Course Objectives

This course will enable students to be familiar with the concept of retail management and develop decision making skills related to retailing. It examines how marketing and operational strategies can be utilized by retailers to improve performance in a highly competitive and rapidly changing environment. The strategic planning process will be explored from the perspectives of both small and large retailers.

Course Description

This course will examine key functional areas within a retail business including retail consumer behaviour, market segmentation, merchandise planning, store design and layout, financial strategy, supply chain management and customer relationships. The understanding of these functional areas will illustrate how retailers can adapt to the competitive and continually changing environment by formulating strategies, which result in profitable performance. Environmental analysis, strategy development, implementation and control issues will provide a framework for the course.

Course Outcomes

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

- Discuss the concept and importance of retail management in the context of Nepal;
- Explain current retailing trends based on consumer, legal and competitive environments;
- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
- Assess current Nepalese retail practices in their ability to respond to environmental trends.

Course contents

Unit I: Introduction

8 hours

Concept and significance of retailing, functions and activities of retailing, types of retailers, retailers characteristics, multichannel retailing, retail business in the Nepalese context:rural and urban

Unit II: Retail Consumer Behaviors and Market Segmentation

6 hours

Consumer behavior: Buying process, social factors influencing the buying process, consumer's images of retail stores; Market segmentation: criteria for evaluating market segments, approaches for segmenting markets, composite of segmentation approaches.

Unit III: Retailing Strategy

8 hours

Definition, target market and retail format, building a sustainable competitive advantages (CRM), relationship with suppliers, efficiency of internal operation, retail location strategy, growth strategies (market penetration, market expansion, and diversification)

Unit IV: Financial Strategy and Retail Pricing

8 hours

Objective and goals, funding retail ventures, and raising capital, profit planning, budgeting, financial statements, financial analysis (cash flow analysis, ratio analysis, comparative financial statement analysis), merchandise turnover (importance and methods of averaging stock); retail pricing concept, influencing factors for pricing, retail pricing approaches and strategies, setting retail prices

Unit V: Merchandise Management and Store Management **8 hours**

Merchandise management (merchandise mix, planning, managing inventory turnover, and management process); merchandise acquisition, control, and handling; merchandise management system; store management responsibilities, role of store manager (leadership, orientation and motivation, and setting goals or quotas), store layout and design, store atmosphere and space management

Unit VI: Supply Chain Management and Information System **6 hours**

Supply chain and strategic advantage, the flow of information and products in supply chain, distribution centers and their activities, pull and push supply chain, collaboration between retailers and vendors in supply chain management, emerging retail technologies

Unit VII: Retail Communication Mix **4 hours**

Introduction, value of brand image, selection of promotion mix (advertising, sales promotion, personal selling, direct marketing, online marketing, and publicity); planning the retail communication program.

Basic Texts

1. Levy, M., Barton A. Weitz: *Retailing Management*, McGraw-Hill Companies Inc. New York.
2. Bajaj, C., Tuli, R. and Sirvastava, N. V. *Retail Management*, Oxford University Press, New Delhi.

References

1. Sinha, P. K. and Uniyal, D. P. *Managing Retailing*, Oxford University Press, New Delhi.
2. Pradhan. S. *Retailing Management*, Tata McGraw-Hill Education Private Limited, New Delhi.

SBE 463 Rural Marketing

Course Objectives

The importance of rural markets for all kinds of products and services has been growing in Nepal in the last two decades. The huge income shift taking place in rural Nepal with the burgeoning rural middle class with high purchasing power and aspiration has meant that business firms can no longer ignore rural markets. Today, business firms are talking about going rural. And there is a growing demand for skilled and trained human resources willing to work in the rural space. The main objective of this course is therefore to introduce students to the concept and importance of rural marketing in the Nepalese context.

The objective of the course is to provide conceptual understanding on the rural marketing with special reference to Nepalese context and develop skills required for planning of rural products. This course gives immense opportunities to understand the rural sector marketing strategies and marketing of both agricultural and allied sector products in rural areas.

Course Description

The course deals with subjects like the scope and features of Nepalese rural market, rural marketing environment, rural consumer buying behavior, channels and competition, and rural marketing strategies.

Course Outcomes

After completion of the course, students should be able to:

- Explain the concept and significance of rural marketing;
- Describe rural marketing environment;
- Analyze the rural market potential;
- Perform rural market and competitive analysis;
- Analyze the characteristics of rural consumers and their buying behavior;
- Identify and discuss problems and issues in rural marketing;
- Explain the existing status and situation of infrastructure, development programs and rural credit institutions;
- Develop rural distribution and marketing strategies.

Course Contents

Unit I: Introduction

Definition and scope of rural marketing; Concepts and components of rural markets; Classification of rural markets; Rural versus urban markets.

Unit II: Rural Marketing Environment

Population; Occupation pattern; Income generation; Location of rural population; Expenditure pattern; Literacy level; Land distribution; Land use pattern; Irrigation; Rural development policies and programs; Rural industries; Service delivery system and infrastructure facilities; Rural credit institutions; Rural retail outlets; Print media in rural areas; Rural areas requirement; Problems in rural marketing; Rural demand.

Unit III: Rural Consumer Behavior

Consumer buying behavior models; Factors affecting consumer behavior -social factors, technological factors, economic factors and political factors.

Unit IV: Characteristics of Rural Consumer

Understanding rural consumers; Age and stages of the life cycle; Occupation and income; Economic circumstances; Lifestyle, personality and brand belief; Information search and pre purchase evaluation; Rise of consumerism; Consumer buying process; Opinion leadership process; Brand loyalty.

Unit V: Rural Marketing Strategies

Segmenting; Targeting and positioning; Product strategy; New product development; Branding in rural Nepal.

Unit VI: Distribution Strategy

Accessing rural markets; Coverage status in rural markets; Channels of distribution; Evolution of rural distribution systems - wholesaling, rural retail system, vans, rural mobile traders, *Haat Bazaars*; Non Conventional methods of reaching rural markets; Public distribution system; Co-operative societies; Behavior of the channel; Prevalent rural distribution models - distribution models of FMCG companies.

Unit VII: Other Issues

Rural communication; Role of technology in rural marketing; Role of below the line activities; Agri-marketing; Supply chain in rural marketing; Social marketing and communication.

Basic Texts

1. Velayudhan, S. K. *Rural Marketing*, Response, SAGE Publication
2. Kashyap, P. and Raut, S. *Rural Marketing*, Biztantra.

Reference

- Krishnamacharyulu, C. G. and Ramakrishnan, L. *Rural Marketing*, Pearson Education

CONCENTRATION

Finance

FIN 433 INVESTMENT MANAGEMENT

Course Objectives

The course aims to provide the students with the fundamental knowledge of securities and their markets develop skills for computing risk and return from investment and appraise debt and equity securities for investment.

Course Description

This course provides a broad overview of investment environment and introduces different investment alternatives available to an investor along with their markets. Then it moves to computation of risk and return of an individual asset as well as that of portfolios and selection of optimal portfolio. Then it discusses how assets are priced by capital assets pricing model. Finally, it deals with how debt and equity securities are valued for investment decision making purpose.

Course Outcomes

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

- understand investment environment in which they have to undertake investment decisions;
- differentiate financial assets on the basis of their features for investment purpose;
- construct stock market indexes and interpret them;
- understand how securities are issued in the market and how they are traded in exchanges;
- calculate risk and return on of an individual asset and that of a portfolio;
- diversify risk by creating efficient portfolios;
- price securities using capital assets pricing model;
- value bonds and calculate yields on bonds;
- value common stocks using dividend discount models and price-earning models;

Course Contents

Unit I: Investment Environment

4 hours

Meaning of investment; investment alternatives; securities markets; securities market institutions; investment process; the risk-return trade-off; and Nepalese investment environment.

Unit II: Assets Classes and Financial Instruments

8 hours

The money market: treasury bills, certificates of deposit, commercial paper, bankers' acceptance, Eurodollars, the Libor market, yield on money market instruments; the bond market: treasury notes and bonds, inflation-protected treasury bonds, federal agency bonds, international bonds, municipal bonds, corporate bonds, mortgages and mortgage-backed securities; equity securities: common stock – characteristics and listing, preferred stock, depository receipts; stock and bond market indexes: stock market indexes – price-weighted index, value-weighted index, equally-weighted index; Nepal Stock Exchange index, bond market indicators; and derivative markets.

Unit III: Securities Markets

6 hours

Concept of securities markets; issue of securities; privately held firms and publicly traded companies; shelf registration; initial public offerings; trading of securities; types of markets; types of orders; trading mechanisms; the rise of electronic trading; ECNs; new trading strategies; globalization of stock markets; trading costs; buying on margin; short sales; functions of Nepal Stock Exchange; and role of Nepal Securities Board.

Unit IV: Risk and Return**6 hours**

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; portfolio return and risk of a portfolio of risky and risk-free assets.

Unit V: Efficient Diversification and CAPM**8 hours**

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 and Implications, the security market line, and application of CAPM.

Unit VI: Bond Prices and Yields**8 hours**

Bond characteristics; treasury bonds and notes; corporate bonds; international bonds; innovation in the bond market; bond pricing; bond pricing between coupon dates; bond pricing in excel; bond yields: yield to maturity, yield to call, realized compound return versus yield to maturity; bond prices over time; yield to maturity versus holding-period return; zero-coupon bonds and treasury STRIPS; after-tax returns; default risk and bond pricing; junk bonds; determinants of bond safety; bond indentures; yield to maturity and default risk; credit default swaps.

Unit VII: Equity valuation**8 hours**

Valuation by comparables; limitations of book value; intrinsic value versus market price; dividend discount models; the constant-growth DDM; stock prices and investment opportunities; life cycles and multistage growth models; price-earnings ratios: the price-earnings ratio and growth opportunities; pitfalls in P/E analysis; other comparative valuation ratios; free cash flow valuation approaches; comparing the valuation models; the problem with DCF models.

Textbook

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

References

1. Alexander, G. J., Sharpe, W. F. & Bailey, J. V. *Fundamentals of investments*. New Delhi: Prentice Hall of India Ltd.
2. Jordan, B. D. & Miller, T. W. *Fundamentals of Investments*. New York: McGraw-Hill Irwin.
3. Reilly, F. K. & Keith, C.B. *Investment analysis and portfolio management*. New Delhi: Cengage Learning (India) Private Limited.

FIN 431 Corporate Finance

Course Objectives

This purpose of this course is to provide students an understanding of key aspects of corporate finance and develop skills to analyse issues in corporate finance for sound financial decision making in businesses.

Course Description

This course has been structured as specialization course in Finance and built on the foundation of two core courses - *Essentials of Finance* and *Financial Management*. For students choosing to concentrate on Finance, will have an opportunities to cover some additional but important aspects of corporate finance which were not covered in core courses. This course offers students advance knowledge on corporate finance and equip them with additional tools and techniques of corporate finance so as to prepare them to analyze financial problems in a wider context. This course deals with introduction to corporate finance, short-term corporate financing, lease financing; long-term corporate financing; capital structure determination, and international corporate financial management.

Course Outcomes

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

- understand the significance of corporate finance;
- evaluate different options for short-term financing;
- evaluate the leasing versus buying alternatives;
- evaluate different options for long-term financing;
- evaluate warrants and convertibles as options of financing;
- determine capital structure that enhances the value of the firm; and
- understand the basics of international corporate finance.

Course Contents

Unit I: Introduction to Corporate Finance **2 hours**

Significance of corporate finance; features and determinants of optimal capital structure.

Unit II: Short-term Corporate Financing **7 hours**

Need for short-term financing: short-term versus long-term financing; unsecured short-term financing: accruals and deferred income, trade credit, short-term bank loan, commercial paper; secured short-term financing: inventory financing, and accounts receivable financing.

Unit III: Lease Financing **7 hours**

Introduction to lease financing; forms of lease financing; evaluating lease financing in relation to debt financing: return to lessor, equilibrium annual lease payment, present value of lease alternative, present value of borrowing alternative, and other considerations.

Unit IV: Long-term Debt and Preferred Stock Financing **7hours**

Features of long-term debt financing; secured and unsecured bonds; major provisions of preferred stock issues; the use of preferred stock in financing decision; and refunding decisions on debt and preferred stock.

Unit V: Common Stock Financing **5hours**

Common stock financing: apportionment of control, income and risk; rights of holder of common stock: nature of voting rights, cumulative voting, and pre-emptive right.

Unit VI: Convertibles, Exchangeables and Warrants

5 hours

Convertible securities: conversion price and conversion ratio, conversion value and premium over conversion value, other features, financing with convertibles, forcing conversion; value of convertible securities: debt-plus-option characteristic, straight bond value, premiums, relationship among premiums; exchangeable bonds: features, use in financing, valuation of an exchangeable; warrants: features, valuation of a warrant, premium over theoretical value, and relationship between values.

Unit VII: Capital Structure Determination

7 hours

A conceptual look: net operating income approach, traditional approach; the total-value approach: arbitrage support; presence of market imperfection and incentive issues; the effect of taxes; taxes and market imperfection combined; financial signalling; and pecking order approach.

Unit VIII: International Corporate Finance

7 hours

Introduction; foreign exchange markets and exchange rates, purchasing power parity; interest rate parity; and exchange rate risk.

Basic Texts

1. Van Horne, J. C., Wachowicz, J. M. Jr, & Bhaduri, S. N. *Fundamentals of financial management*. New Delhi: Pearson Education.
2. Ross, S. A., Westerfield, R. W. & Jordan, B. D. *Fundamentals of corporate finance*. New Delhi: Tata McGraw-Hill Education India Pvt. Ltd.

References

1. Brigham, E. F. & Houston, J. F. *Fundamentals of financial management*. New Delhi: Cenage Learning India Pvt. Ltd.
2. Paudel, R. B., Baral, K. J. Gautam, R. R. & Rana, S. B. *Financial management*. Kathmandu: Asmita Book Publishers and Distributors (P) Ltd.
3. Pradhan, R. S.. *Capital structure management*. Kathmandu: Landmark Publications.

FIN 432 Microfinance

Course Objectives

The purpose of the course is to introduce students to the principles and practices of microfinance institutions and microfinance services. The course also emphasizes on improving skills of the students to prepare microenterprises business plan for self-employment opportunities.

Course Description

This course provides an understanding of the basic principles, practices and services of microfinance industry. It begins with an introduction to microfinance in general and microfinance lending models in particular. It then proceeds to discussion of various types microfinance institutions and explores their role in development of different sectors of an economy. The course also gives an overview of regulatory regime of microfinance in Nepal. Finally, it deals on entrepreneurship and develop business plan suitable for micro financing.

Course Outcomes

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

- Explain the nature of microfinance and microfinance models;
- Identify the role of microfinance institutions in social and economic development;
- Choose appropriate model of microfinance institutions and develop microfinance products;
- Be familiar with the microfinance programs in Nepal and appreciate their role in different aspects of national development;
- Understand the rules and regulations of microfinance industry in Nepal and apply them in the establishment and operation of microfinance institutions in Nepal;
- Prepare micro/ small enterprise business plan; and
- Demonstrate ability to conduct the case studies of microfinance institutions.

Course Contents

Unit I: Introduction to Microfinance

6 hours

Concept and meaning of microfinance; history of microfinance; need of microfinance; key principles of microfinance; microfinance client; microfinance products: microcredit, micro saving, micro insurance, payment and transfers; and distinction between traditional financing and micro financing

Unit II: Microfinance Credit Lending Models

6 hours

Individual lending model; Grameen Bank solidarity lending model; village banking model; cooperative model; Self-help group model; and rotating savings and credit association.

Unit III: Microfinance Institutions

6 hours

Objectives of the microfinance institutions; importance of microfinance institutions; attributes of a good microfinance institutions; institutional types; formal financial institutions; semiformal financial institutions; and informal financial providers.

Unit IV: Microfinance and Development

3 hours

Microfinance and women empowerment; microfinance and health; microfinance and microenterprise development; microfinance and education; microfinance and networking; and micro insurance policies and practices.

Unit V: Microfinance in Nepal**8 hours**

National microcredit policy; poverty and microfinance in Nepal; development of microfinance sector in Nepal; preview of microfinance models in Nepal; and critical elements of success in Nepal's micro financing.

Unit VI: Regulations of Microfinance Institutions**4 hours**

Need for regulation; regulations of microfinance industry and small enterprises: registration, operation and reporting; regulating authorities; and relevant acts and byelaws.

Unit VII: Entrepreneurship and Business Plan**8 hours**

Concept of entrepreneur and entrepreneurship; micro enterprise and micro entrepreneurs; concept of social entrepreneurship, entrepreneurial process; concept of business plan; elements of business plan; and guidelines of business plan.

Unit VIII: Project Work (Any One)**7 hours**

Business plan for a new micro/ small business enterprise; case studies of a running microfinance institution/ program or a small business.

Basic texts

1. Ledgerwood, J. *Microfinance handbook*. Washington, DC: The World Bank.
2. Panda, D. K. *Understanding microfinance*. New Delhi: Wiley India.

References

1. Marguerite S. R. *The Microfinance Revolution*. Washington, DC: The World Bank.
2. Shah, R. K. *Microfinance in Nepal*. New Delhi: Serials Publications.
3. Agrawal, G. R. *Entrepreneurship development in Nepal*. Kathmandu: MK Publishers and Distributors.
4. Sharma, P. R. *Impact of microfinance on women empowerment*. Pokhara: Team Organizing Local Institution.
5. Government of Nepal. *National microcredit policy 2007*. Kathmandu: Nepal Rastra Bank.
6. Hisrich, R. D. Peters, M. P. & Shepherd, D. A. *Entrepreneurship*. New Delhi: Tata McGraw Hill Education.

FIN 435 Risk Management and Insurance

Course Objectives

This course aims to provide students with basic understanding of fundamental concepts of risk and insurance. At the end of the course the students will have basic understanding of risk management functions and its importance to individual and organisation along with knowledge about the different types of insurance and their functions.

Course Description

This course introduces students the concepts of risk, risk management process and importance of risk management to individual and corporation. The course also helps students understand fundamentals legal principles of insurance, regulation of insurance industry, insurance intermediaries, and functions of insurers.

Course Outcomes

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

- understand the concept of risk and risk management;
- familiarize with fundamentals legal principles of insurance;
- understand regulations governing insurance business;
- familiarize with the basics of life and health insurance;
- familiarize with the basics of property and liabilities insurance; and
- understand intermediaries functions of insurers

Course Contents

Unit I: Introduction to Risk

6 hours

Meaning of risk, peril and hazards; uncertainty versus risk; types of risk; methods of handling risk; and burden of risk to society

Unit II: Risk Management and Insurance

6 hours

Meaning of risk management; objective of risk management; risk management process; enterprise risk management; requirement of insurable risk; insurance and hedging; insurance and gambling; and benefits of risk management.

Unit III: Fundamentals Legal Principles of Insurance

8 hours

Basic characteristics of insurance; distinct legal characteristics of insurance contracts; characteristics of insurable contract; basic parts of insurance contract; exclusions; endorsement and riders; deductibles; coinsurance; and principles of insurance.

Unit IV: Regulation of Insurance Industry

5 hours

Meaning of insurance regulation; need for insurance regulation; methods of insurance regulation; solvency regulation; evolution of insurance regulation in Nepal; Insurance Board: formation, scope, authority, and major functions.

Unit V: Life and Health Insurance

6 hours

Importance of life insurance; types of life insurance products; life insurance contracts; basics of health insurance; individual health insurance coverage; hospital-surgical insurance; disability income insurance; and group health and life insurance.

Unit VI: Property and Liabilities Insurance

6 hours

Types of general insurance: fire, marine, motor, aviation, engineering and contractors' all risk insurance; workers compensation; liabilities insurance; reinsurance, and social insurance.

Unit VII: Insurance Intermediaries

6 hours

Role of insurance agents, brokers, surveyors, loss Assessors; Code of conduct of insurance intermediaries; third party administrator; and licensing of agent, surveyor, and broker.

Unit VIII: Functions of Insurers

5 hours

Insurance company operation: rate making, production, underwriting, claims settlement; investment functions; and miscellaneous functions.

Basic texts

1. Vaughan, E. J. & Vaughan, T. M. *Fundamentals of Risk and Insurance*. New Delhi: Willey India.
2. Harrington, E. S. & Niehaus, R. G. *Risk Management and Insurance*. New Delhi: Tata McGraw Hill.

References

1. Williams, C. A., Smith, M. L. & Young, P. C. *Risk Management and Insurance*. Ohio: McGraw Hill.
2. Dorfman, M. S. *Introduction to Risk Management and Insurance*. New Delhi: Pearson Education.
3. Rejda, G. E. & McNamara, M. J. *Principles of Risk Management and Insurance*. Pearson Education.

FIN 336 FINANCIAL INSTITUTIONS AND MARKET

Course Objectives

The objective of this course is to provide the student with the conceptual framework necessary to analyze and comprehend the current opportunities and problems confronting managers of financial markets and institutions.

Course Description

This course provides broad overview of the role of financial institutions and markets in a market economy. Student will have an opportunity to study important aspects of financial markets such as the term structure of interest rates, stocks, and principals of derivatives. Further, they will also study important financial institutions such as commercial banks, investment banks, insurance companies, and mutual funds. They will also study the role of central banks in the economy.

Course outcomes

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

- understand fundamental concepts of financial institutions and markets including the role of financial system in the economy;
- describe the structure and function of the central bank including the tools it uses to affect the economy;
- discuss theories that describe the term structure of interest rates;
- discuss money markets, bond markets and stock markets related to pricing;
- Understand a stylized bank's balance sheet and discuss how risks are managed in banks. Describe the nature, financial statements, management priorities, and business environment of insurance companies, investment banking, and Investment companies.

Course Contents

Unit I: The Role of Financial Institutions and Markets

4 hours

Meaning of financial markets and institutions; functions of the financial markets; function performed by financial institutions; and classification and diversity of financial markets.

Unit II: Central Banking

4 hours

Brief history of central bank; objectives of central bank; functions of central bank; role of central bank in the economy; monetary tools of the central bank; money and the behaviour of the central bank.

Unit III: The Level and Structure of Interest Rates

5 hours

The structure of interest rates; the level of interest rate; theories of the term structure; and movement of interest rates over time.

Unit IV: The Money Market

5 hours

Concepts of money market; money market instruments; the valuation of debt instrument; international money market.

Unit V: The Bond and Stock Market

10 hours

Bond Market Participants; corporate bond market; municipal bond market; mortgage market. Stock market securities; *common stock and preferred stock*, general organization of the stock market; primary and secondary stock markets: *primary markets, secondary markets and stock market indexes*.

Unit VI: Commercial Banks

10 hours

Definition of a commercial bank; size, structure, and composition of the industry; liquidity management of commercial banks; management of bank profitability; management of assets and liabilities, and risk management of commercial banks.

Unit VII: Other Financial Institutions

10 hours

General features of investment companies; types of investment companies; strategies for mutual funds; mutual fund performance. risk and return for insurance companies; types of insurance companies; life insurance companies; and property and liability insurance companies. Pension funds, private pension fund plans, public pension fund plans, pension funds regulation, provident fund in Nepal.

Basic Texts

1. Saunders, A. and M. M. Cornett. *Financial Markets and Institutions*. McGraw-Hill Higher Education.
2. Madura J. *Financial Market and Institution*. Cengage Learning South-Western.

References

1. Michael Baye and Jansen: *Money, Banking and Financial Market*, A.I.T.B.S.
2. Meir Kohn: *Financial Institute and Market*, Tata McGraw- Hill
3. Bhandari, D. B. *Financial Institutions and Markets*. Asmita Book Publishers & Distributors (P) Ltd.

FIN 434 Bank Operations and Management

Course Objectives

The course aims to provide the students with the fundamental knowledge of bank operation and management and develop skills for analyzing lending opportunities and deposits to create appropriate structure of assets and liabilities.

Course Description

This course begins with an overview of the functions and regulatory environment of banking institutions. Then it moves to the management of assets side of the balance sheet with a focus on investment, lending and credit evaluation process by banks. Then the course provides the management of liability side of the bank with a focus to deposit mix, its pricing and weighted average cost of the fund.

Course Outcomes

Course Contents

Unit I: Functions and Forms of Banking **5 hours**

Meaning and types of bank; functions of bank; risk in bank; size and share of commercial banks; major factors affecting banking and market shares; assets and liabilities of commercial bank; and bank profitability.

Unit II: The Bank Regulatory Environment **8 hours**

The need for regulation; banking regulations – commercial banking act, directives and guidelines of Nepal Rastra Bank; the role of Nepal Rastra Bank in the regulation of commercial banks.

Unit III: An Overview of Asset/Liability Management **6 hours**

Historical perspective of asset/liability management; alternatives in managing interest rate risk; measuring interest rate sensitivity and the dollar gap; duration gap analysis; simulation and asset/liability management.

Unit IV: Investment Management **5 hours**

Developing investment policies and goals; types of investment securities; evaluating investment risk; and investment strategies.

Unit V: Credit Evaluation Process **8 hours**

Credit scoring; credit rating; financial analysis; ratio analysis; common-size statement analysis.

Unit VI: Commercial and Industrial Lending **10 hours**

The role of asymmetric information in lending; the competitive environment; loan policy; making loan; principal lending activities; collateral: characteristics of good collateral, types of collateral; the lending process: evaluating a loan request, structuring commercial loan agreement, pricing commercial loans, monitoring and loan review.

Unit VII: Real Estate and Consumer Lending **8 hours**

Real estate lending: characteristics of mortgage loan; the real estate portfolio; residential mortgage loan; additional terms; alternative mortgage instruments; commercial real estate loan; consumer lending:

types of consumer loan, leases, finance charges, annual percentage rate, real estate and consumer credit regulation.

Unit VIII: Liabilities Management

8 hours

Structure of bank liabilities: deposit sources of funds, non-deposit sources of funds; balance structure of bank liabilities; managing bank liabilities: formulating pricing policy, deposit pricing matrix, the pricing committee, components of pricing decision, profitability and deposit pricing, lending and deposit costs, customer relationship pricing, promotional pricing, other marketing elements related to pricing; costs of bank fund; weighted average cost of funds; purposes of cost analysis; and marginal costs of funds.

Basic Text

Gup, Benton E. *Commercial banking*. New Delhi: Wiley India.

References

1. Rose, Peter S. & Hudgins Sylvia C. *Bank management and financial services*. New Delhi: Tata McGraw-Hill Education.
2. Koch, T. W. & MacDonald, S. S. *Bank management*. New Delhi: Cengage Learning.
3. Chaudhari, M. *An introduction to banking – liquidity risk and assets liabilities management*. West Sussex, UK: Wiley.

Concentration

Account

ACC 421 Fundamentals of Taxation
Area: Concentration on Accounting

Course Objectives:

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 of assessing Income Tax and VAT.

Course Description:

In this course, students will be familiarized with the topics 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 expenditures, classification and status of tax payer, computation of taxable income and tax liability from various sources, tax administration and official documentations, penal provision, value added tax (VAT), tax planning.

Course Outcomes:

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

- Understand the fundamental concepts of taxation as a source of government financing
- Get an overview of the taxation structure of Nepal
- Understand the intricacies of tax accounting and timing
- Learn about tax exemptions and concessions available in Nepal
- Compute taxable income from business, employment and investment
- Understand provisions related to tax payment, assessments and appeal
- Discuss the various aspects of tax planning, and
- Understand the provisions of Value Added Tax (VAT) in Nepal.

Course Details:

Unit 1: Introduction

hours 4

Sources of government financing, Meaning and objectives of tax, Classification of taxes and their merits and demerits, Canons of taxation, Historical background of evolution of income tax in Nepal, Main features of Income Tax Act, 2058.

Definition of basic terms under Income Tax Act, 2058, Implication of tax, Quantification of income tax

Unit 2: Tax Accounting and Timing

hours 2

Cash and accrual basis of accounting, Bad debts and its recovery, Long term contract, Capital and revenue expenditures, Set off and carry forward of losses, Quantification, allocation and characterization of amounts, Foreign incomes

Unit 3: Classification and Status of Tax Payer

hours 2

Natural person and entity, Residential status of tax payers Special provision for natural person, Entities and retirement contributions and schemes

Unit 4: Tax exemptions and tax concessions

hours 2

Tax exempted incomes, tax holidays, business exemptions and tax concessions/rebate

Unit 5: Computation of Taxable Income from Business

hours 6

Income included under head of business and admissible expenses

Unit 6: Computation of Taxable Income from Employment

hours 4

Income included under the head of employment, Valuation of perquisites, Allowable deduction

- Unit 7: Computation of Taxable Income from Investment** **hours 4**
Income included under head of investment, Admissible expenses,
- Unit 8: Profit and loss from disposal of assets** **hours 3**
Classification of assets, Actual disposal and deemed disposals, Net gain or loss from disposal of assets,
- Unit 9: Standard deductions, Tax Rates and Tax credits** **hours 6**
Standard deductions, Tax rates, Deduction for Contribution to retirement fund, Deduction for life insurance premium, Contribution made to philanthropic purpose (donation/gift), Tax Credit for medical expenses, Tax credit for foreign tax paid
- Unit 10: Tax payments** **hours 2**
Withholding payments, Advance payment of tax, Collection of advance tax, final payment of tax, Payment of tax in installments,
- Unit 11: Tax Assessments, Penal provisions, Appeals** **hours 4**
Computation of assessable income and taxable income, self assessment of tax, Jeopardy assessment, Amended assessment, Fines and penalties, Administrative Review, Appeal to Revenue Tribunal, Petition to Supreme Court,
- Unit 12: Tax Planning** **hours 2**
Tax planning, Transfer pricing, splitting of income, Rules against tax avoidance schemes,
- Unit 12: Tax Administration, Official Documentations** **hours 2**
Tax authorities and their powers, rights and duties, Rights and duties of taxpayers, Documentation, Record keeping and Information collection, Public circulars, Advance ruling, Tax manuals, Permanent Account Number, Recovery of tax,
- Unit 13: Value Added Tax (VAT): an Introduction** **hours 2**
Concept of VAT, Origin and evolution of VAT, Principle governing VAT, Types of VAT, Difference between VAT and Sales tax,
- Unit 14: Value Added Tax (VAT): Procedure** **hours 4**
Conditions for charging VAT, goods/services exempted from VAT, Zero VAT concept, Payment of VAT, VAT Set off, Conditions applicable for setoff not allowed or Partial setoff, Refund of VAT, VAT Returns, Assessment of VAT, Penalties and appeal, Documentations,

Basic texts:

0. Government of Nepal, Income Tax Act, 2058 with amendment.
1. Government of Nepal, Income Tax Rules, 2059 with amendments.
2. Government of Nepal, Value Added Tax Rules, 2052 with amendments.
3. Government of Nepal, Value Added Tax Rules, 2053 with amendments.
4. Government of Nepal, Finance Act (current).
5. Government of Nepal, Economic Survey (current).
6. Agrawal, Jagdish. (updated edition). *Income Tax, theory and practice*
7. Dhakal, K.D., Pandey, B. and Bhattarai, R. (updated edition). *Fundamentals of Taxation*. Kathmandu: M.K. Publishers and Distributors.

References

- Dhakal, K.D., Pandey, B. and Bhattarai, R. (updated edition). *Corporate Taxation*. Kathmandu: M.K. Publishers and Distributors.
- Bhattarai, I. and Koirala, G.P. (updated edition). *Taxation in Nepal*. Kathmandu: Asmita Books Publishers and Distributors Pvt. Ltd.

Fundamentals of Auditing

Area: Concentration on Accounting

Course Objectives:

The course aims to provide students with the basic principles, concepts, objectives, importance and procedures of auditing.

Course Description:

Students will be familiarized with topics such as conceptual foundation, planning an audit, internal check and control, vouching, verification and valuation, audit report, and auditing standards.

Course Outcomes:

At the end of the course, the students will be able to:

- Understand and appreciate the conceptual foundation of auditing and its evolution in Nepal
- Prepare an audit plan and initiative process for its execution
- Understand the concept and process of internal check and control
- Discuss various types of audit reports and the formats
- Get an overview of auditing standards in Nepal

Course Details

Unit 1: Conceptual Foundation

hours 12

Meaning, scope, Objectives and advantages of audit; Evolution of auditing practices in Nepal; Accounting, auditing and investigation; Types of errors and frauds; Detection and prevention of errors and frauds; Types of audits; Qualities, qualification, appointment, rights and duties of an auditor.

Unit 2: Planning an Audit

hours 8

Preparation before an audit: instruction to client; distribution of work to audit staff; Audit programme: contents, techniques and preparation of audit programme; Audit note books: objectives, contents; Audit working papers: concept, objectives and advantages.

Unit 3: Internal Check and Control

hours 10

Internal check: concept, objectives, characteristics, advantages and disadvantages; Internal control: concept and characteristics; Internal audit: concept, importance, role of internal auditor, internal audit and statutory audit; Test checking: concept, factors to be considered while test checking, advantages and limitations; Routine checking: concept, advantages and disadvantages.

Unit 4: Vouching, Verification and Valuation

hours 6

Concept, importance and objectives; Difference between vouching; Verification and valuation; Consideration before vouching; Process and methods of verification,

Unit 5: Audit Report

hours 4

Concept, contents and types of audit reports; Process of issuing audit report; Certificate vs report,

Unit 6: Auditing Standard

hours 4

Concept, objectives and importance of Auditing Standards; Brief overview of Nepal Auditing Standards

Unit 7 Recent Trends in Auditing

hours 4

Concept of investigation, issues in auditing, recent trends in auditing

Basic Texts:

0. Government of Nepal, Auditing Act, 2048 with amendments.
1. Government of Nepal, Company Act, 2063 with amendments.

2. Auditing Standards Board of Nepal, relevant Nepal Standards on Auditing.
3. Tandon, B.N. (New edition). *Practical Auditing*. New Delhi: S. Chand and Co.

References:

0. Ramaswamy, M.S. (New Edition). *Auditing*. New Delhi: S. Chand and Co.
1. Saxena, R.G. (New Edition). *Principles of Auditing*. Mumbai: Himalayan Publishing House.

ACC 423 Advanced Management Accounting

Area: Concentration on Accounting

Course Objectives

The course aims to provide in-depth knowledge of the concepts and tools of management accounting, and encourage students in applying management accounting tools and techniques in planning, controlling and decision-making process.

Course Description

The course helps to understand the insight into the concept and tools of management accounting and controllership functions; measuring income under different techniques for planning, controlling and decision-making. The course includes cost allocation and reporting techniques, CVP analysis under constraints and uncertainties, investment decision under uncertainty and pricing the products and services of the business enterprises; profit planning through budget, management control system and strategic management accounting.

Course Outcomes:

This is an advanced course in management accounting. At the end of the course, the students will be able to:

- Get an insight into the changing perspectives of management accounting
- Understand the concept and practice of cost allocation and reporting
- Get an overview of cost volume profit analysis under uncertainty
- Understand how pricing decisions affect profitability of a firm
- Understand various budgeting techniques and processes
- Learn the concept of management control systems, and
- Familiarize themselves with the basics of strategic management accounting as a new development in management accounting.

Course Details

Unit 1: Changing Perspectives of Management Accounting **hours 6**

Concepts and objectives of management and controllership function and responsibility; The impact of changing business environment on management accounting, Focus on customer satisfaction and new management approaches, Management accounting and ethical behaviour

Unit 2: Cost Allocation, Product Costing and Reporting **hours 8**

Cost: concept, accumulation; Classifications, estimation, allocation, apportionment and reapportionment of service department cost using reciprocal techniques, Product costs under variable and absorption costing, Cost reporting under Traditional costing and Activity based costing (ABC) techniques; Use of allocation for segment reporting and decision making

Unit 3: Cost Volume Profit Analysis under constraints and uncertainty **hours 6**

CVP analysis for product mix decision, CVP analysis under constraint using linear programming models for maximizing profit and minimizing cost, CVP analysis under the condition of uncertainty

Unit 4: Pricing Decision and Profitability Analysis **hours 6**

Cost allocation and pricing; Role of cost information in pricing decision, Short run and long run pricing decision, Full cost and variable cost pricing technique; Target mark-up percentage, Cost plus pricing,

Target ROI pricing technique; Target cost pricing technique; Customer profitability analysis, Internal pricing in decentralized organization;

Unit 5: Budgeting Process

hours 12

Budgeting and control process: needs, objectives and functions of budgeting; Budgeting for profit planning; Concepts of presentations of functional budgets; Master budget; Master budget and business development plan; Zero-based budgeting

Unit 6: Management Control Systems

hours 4

Control at different organizational levels, Deferent types of control, Management accounting control system, Responsibility centres, responsibility accounting,

Unit 7: Strategic Management Accounting

hours 6

Introduction, needs and objectives of Strategic Management Accounting; Comparison of management accounting and Strategic Management Accounting; Strategic management accounting and business decisions; The balanced score card

Basic Books

1. Drury, C. (New edition). *Management and Cost Accounting*. New Delhi: Cengage Learning.
2. Bajracharya and et.al. (New edition). *Management Accounting*. Kathmandu: Asmita Publication

Reference Books

1. Garrison & Noreen. (New edition). *Management Accounting*. USA: Irwin
2. Lucey, T. (New edition). *Management Accounting*. London: ELBS.
3. Hilton, R. W. (New edition). *Managerial Accounting*. McGraw-Hill, Inc.
4. Horngren C.T., Foster G., Datar S.M. (New edition). *Cost Accounting: A Managerial Emphasis*. New Delhi: Prentice Hall of India.

ACC 425 Accounting Reports and Financial Statement Analysis
Area: Concentration on Accounting

Course Objectives:

This course will provide students with tools to analyze and exploit information in corporate financial statements. The course will develop skills of students how to use financial statement information in various economic decisions.

The learning objectives of this course are:

- develop an understanding of financial statement information from a decision maker's perspective
- develop skills in reading and interpreting corporate financial statements
- develop skills in using financial accounting information for enterprise and project valuation, credit analysis, and performance evaluation.

Course Description:

In Financial Statement Analysis, students will be familiarized with the topics of Financial Reporting and Financial Statement, Basics of Financial Statement Analysis, Short Term Liquidity Analysis, Long Term Liquidity Analysis, Profitability Analysis, Financial Statement Analysis for the Investors, Cash Flow Analysis, Expanded Analysis

Course Outcomes:

At the end of the course, the students will be able to:

Understand the concepts, process and legal framework of financial statements and corporate reporting

Learn the fundamentals, tools and methodology of financial statement analysis

Learn short term liquidity, long term solvency and profitability analysis as measures of corporate performance

Understand financial statements analysis from the point of view of investors, and

Discuss financial ratios as perceived by different users and stakeholders.

Course Details:

Unit 1: Introduction to Financial Reporting and Financial Statements **hours 6**

Forms of Business Entities; Overview of financial reporting; Annual report: introduction, scope, objectives and advantages of major Financial Statements; Auditor's opinion; Management responsibility for financial statements; Efficient market hypothesis, Ethics; Users' of financial statement; Limitation of financial statement

Unit 2: Basics of Financial Statement Analysis **hours 6**

Ratio analysis, Common-size analysis, Year-to-year change analysis, Comparative analysis: trend analysis, comparison with industry average, comparison with competitors; Users of analysis

Unit 3: Short Term Liquidity Analysis **hours 6**

Working capital, Current ratio, Acid-test ratio, Cash ratio, Working capital turnover, Other ratios related to short-term liquidity

Unit 4: Long Term Debt Paying Ability **hours 6**

Times interest earned, Fixed charge coverage, Debt/Equity ratio, Debt to tangible net worth ratio

Unit 5: Profitability Analysis **hours 6**

Net profit margin, Operating income margin, Return on assets, Return on operating assets, Return on investment (ROI), Return on total equity, Return on common equity, Relationship between profitability ratios

Unit 6: Financial Statement Analysis for Investors

hours 6

Earning for common shares, Price earnings ratio, Percentage of earning's retained, Dividend payout, Dividend yield, Book value per share, Stock option

Unit 7: Cash Flow Analysis

hours 6

Basic elements of the cash flows, Patterns of cash flows, Operating cash flow to current maturity of long term debt and current note payable, Operating cash flow to total debt, Operating cash flow per share, Operating cash flow to cash dividends

Unit 8: Expanded Analysis

hours 6

Financial ratios as perceived by commercial loan departments, Financial ratios as perceived by corporate controllers, Financial ratios used in annual reports, Forecasting financial failure

Basic text:

- Gibson, Charles H. (new edition). *Financial Statement Analysis*. New Delhi: Cengage Learning

References:

0. Subramanyam, K. R. & Wild, John J. (New edition). *Financial Statement Analysis*. New Delhi: McGraw-Hill/Irwin
1. Friedson, Martin & Alvarez, Fernando. (New edition). *Financial Statement Analysis: A Practitioner's Guide*. New Delhi: John Wiley & Sons, Inc.

MKT 443 Sales Management

Course Objectives

It aims to build students' understanding of the sales functions and develop skills in management of sales force. Students are expected to perform the sales supervision and management job.

Course Description

This course focuses on two aspects of the sales job – personal selling and sales force management. The course deals on personal selling approaches and strategies, management of the sales force, and management of the sales team

Course Outcomes

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

- Comprehensively understand the nature, process, and strategies of personal selling.
- Perform basic sales management functions including sales organization, establishment of sales territories and quota, and human resource management functions related to sales force.

Course Contents

Unit I: Personal Selling

6 hours

Meaning, nature, and objectives of personal selling. Salesmanship – essential requirements. Traditional and modern selling approaches. Types of selling (industrial, trade, and services). Selling ethics.

Unit II: Selling Approaches and Strategies

6 hours

Selling approaches – AIDA, situation-response theory, buying formula, behavioral equation, need-satisfaction, consultative selling, customer relationship-based selling, problem solving, and team selling approaches.

Unit III: The Selling Process

8 hours

Basic steps of the sales process, Prospecting: objectives and sources, Pre-approach: techniques
Approach: customer's need discovery techniques, Sales presentation: scope and methods
Objection handling: skills for handling customer's objections, Closing: timing and methods of sales closing, Follow-up: importance and methods

Unit IV: Management of Sales Force Functions

8 hours

Sales force management: concept and components. Tasks and qualities of a sales manager.
Sales organization: Types of sales structure, Organizational principles and designs. Factors influencing size of sales force. Emerging sales organizational designs.
Sales territory: Concept and importance, size, allocation of territories and territory shapes.
Sales quota: Concept and importance, principles and procedures for quota setting, types of sales quota, quota setting methods.

Unit V: Recruitment, Selection and Training of Sales Force

8 hours

Hiring process, planning for recruitment (analysis, turnover, job analysis, job qualification and job description), Sources for recruitment, Selection process. Sales training: process and methods. Sales force socialization.

Unit VI: Sales Force Motivation and Compensation

6 hours

Factors influencing sales force motivation. Motivational program design. Motivation tools. Objectives and characteristics of an effective compensation plan. Types of compensation plan.

Unit VII: Sales Force Evaluation and Control**6 hours**

Performance appraisal process: appraisal criteria, performance rating, and conducting appraisal. Criteria for performance evaluation. Methods of controlling sales force performance.

Basic Text

Still, Richard, Edward Cundiff and Norman Govoni, *Sales Management*, Prentice Hall of India.

References

1. Mallik, Proadip Kumar, *Sales Management*, Oxford University Press.
2. Chunawalla, S.A., *Sales Management*, Himalaya Publishing House.

MKT 441 Consumer Behavior

Course Objectives

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

Course Description

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

Course Outcomes

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

- Describe the nature of consumer behavior analysis and its relevance in designing various marketing strategies;
- Demonstrate a thorough understanding of the consumer buying behavior process from need/problem recognition to post-purchase outcomes;
- Analyze the individual psychological forces and socio-cultural forces that shape the purchase behavior of individual consumers.

Course Contents

Unit I: Introduction to Consumer Behavior 4 hours

Meaning and nature of buyer behavior. Differences between consumer buying and organizational buying in terms of characteristics and process. Strategic use of consumer behavior knowledge in marketing and public policy decisions. Modern consumerism and the global consumer movement.

Unit II: Consumer Decision Process: Problem Recognition 4 hours

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

Unit III: Information Search and Evaluation 12 hours

Nature of consumers' information search: internal and external search, passive and active search. Types of information sought by consumers: evaluative criteria, alternatives available, alternative characteristics. Sources of consumer information. Marketing strategy in the information search process. Consumers' evaluative criteria and its measurement. Consumer decision rules: conjunctive and disjunctive decision rules, lexicographic decision rule, and compensatory decision rules. Marketing strategy in the evaluation process.

Unit IV: Consumers' Choice and Post-purchase Behavior 8 hours

Consumers' choice: Brand choice and store choice factors. Rational choice, affective choice, attribute-based choice, and attitude-based choice. Post-purchase dissonance: reasons and remedies. Product use and non-use. Product disposition: disposition methods. Satisfaction and dissatisfaction. Consumer complaint behavior. Satisfaction and brand loyalty. Strategic implications of the post-purchase evaluations.

Unit V: Individual Influences on Consumer Behavior 12 hours

Consumer motivation: nature, process and sources of consumer motivations. Consumer learning: nature and sources of consumer learning; learning and consumer memory. Consumer perception: nature and process of perception. Personality: nature and types of consumer personality. Consumer personality and brand personality congruence. Consumer attitudes: nature and functions of attitudes; attitude components: component consistency among cognitive, affective and behavioral; Communication strategy for attitude change.

Unit VI Socio-Cultural Influences on Consumer Behavior

8 hours

Reference group influences: nature and degree of influences, marketing strategies based on reference group influences. Family influences: structure of household, family decision roles, family life cycle. Consumer socialization: how children learn to be consumers. Social class influences: social class hierarchy and consumption behavior in Nepal. Cultural and sub-cultural influences: nature of culture, cultural dynamism, values, norms, myths. Cross cultural marketing.

Basic Text

Del I. Hawkins, David L. Mothersbaugh, and Amit Mukerjee, Consumer Behavior, McGraw Hill.

References

1. Michael R. Solomon, Consumer Behavior, Pearson Education.
2. David L. Loudon and Albert j. Della Bitta, Consumer Behavior, McGraw Hill.

MKT 442 Advertising and Sales Promotion

Course Objective

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

Course Description

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

Course Outcomes

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

- Understand importance of Integrated Marketing Communications strategies;
- Demonstrate a thorough understanding of the world of advertising including the creative and financial aspects; and
- Learn to use sales promotions to push sales and attract buyers.

Course Contents

Unit I: Introduction to Marketing Communication

8 hours

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

Unit II: Marketing Communication Strategy

8 hours

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

Unit III: Advertising

4 hours

Meaning, elements, objectives and role of advertising. Evolution of advertising. Types of advertising. Social, ethical and legal issues of advertising.

Unit IV: Creative Process and Methods in Advertising

12 hours

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

Unit V: Advertisement Development

10 hours

Print Advertisement

Print advertising media: types of media and media choice. Copywriting for print media: types of ad copies. Ad copy objectives and requisites of a good copy. Print copy development process. Print copy

elements: choice of headline, sub-heads, body copy, slogan and signature. Layout: functions, qualities of a good layout, layout principles.

Active Media Advertisement

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

Unit VI: Sales Promotions

6 hours

Scope and role of sales promotions. Reasons for the increased use of sales promotions. Consumer-oriented sales promotion methods: objectives and tools of consumer promotions. Trade-oriented sales promotions: objectives and tools.

Basic Texts

1. Belch George and Michael Belch, *Advertising and Promotion*, Tata McGraw Hill.
2. William Wells, John Burnet, and Sandra Moriarty, *Advertising Principles and Practice*, Prentice Hall of India.

References

1. JaishriJethwaney and Shruti Jain, *Advertising Management*, Oxford University Press.
2. K.D.Koirala, *Marketing Communications*, Buddha Publications.

MKT 445 Services Marketing

Course Objective

The major objective of this course is to develop students' understanding of the marketing issues related to services.

Course Description

Services contribute immensely in the national economy of every country. The unique nature of services requires a different marketing approach and strategy than that traditionally used for marketing of goods. Through this course students are expected to learn the nature of services and service marketing; measurement of service customers' expectations and perception; service quality; and management of the service product mix.

Course Outcomes

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

- Understand importance of services and service marketing;
- Demonstrate a detailed understanding of the service quality management issues;
- Develop their analytical perspectives on management of the service marketing mix management.

Course Contents

Unit I: Introduction to Services and Services Marketing 12 hours

Meaning and perspectives on services. Nature of service products and its management challenges. Service typology. Role of services in Nepalese economy. Growth of service business. Services marketing: concept and nature. Reasons for the development of service marketing. Importance of service marketing to a firm. The service marketing mix. The service marketing triangle: external, internal and interactive marketing in services.

Unit II: Customers' Expectations and Perceptions of Services 8 hours

Customers' expectations: concept, levels of customers' expectations and zone of tolerance. Sources of customers' expectations.

Customers' perceptions: concept, areas of perception, customer satisfaction determinants, customers' evaluation of the service outcomes, measurement of satisfaction.

Unit III: Service Quality and Encounter Management 12 hours

Service Quality: Approaches to service quality - traditional and contemporary approaches. Main drivers of service quality: people, process, and service product. Dimensions of service quality. The service quality gaps model: reasons for the gaps and possible strategies to reduce the gaps. Measurement of service quality: The SERVQUAL instrument.

Service Encounter: Concept and types of encounter. Service encounter and customer participation. Encounter characteristics.

Unit IV: Service Failure and Recovery 4 hours

Areas of service failures. Service failures and customers' complaints. Service recovery: concept and strategies. Service guarantees: importance and types.

Unit V: Service Marketing Mix Management 12 hours

Service product management: new service development – the systematic approach, new service development process. Branding and positioning of a service product.

Service distribution: distribution options and strategic decisions. Location of service outlets.

Service pricing: The uniqueness of service pricing. Approaches to service pricing.

Service promotions: IMC for services. Promotion strategies in services.

People: managing internal people (employee) – service vision, mission and culture. Managing the service marketing triangle. The service profit chain. Managing external people (customers) – customer care and customer participation in services.

Process: Types of service processing. The service process matrix.

Physical evidences and servicescapes: concept and role of physical evidences. Types of services capes.

Services capes' impact on customers and employee.

Basic Text

Zeithamel, Valerie, Mary Jo Bitner, Dwayne Gremler, and Ajay Pandit, *Services Marketing*, McGraw Hill India.

References

1. Bhattacharjee, C, *Services Marketing*, Excel Books India.
2. Apte, Govind, *Services Marketing*, Oxford University Press.

MKT 444 Retail Marketing

Course Objectives

This course aims to build students' understanding of the retail operations, management, and marketing. Students also learn the skill to run a medium to large retail operations.

Course Description

This course focuses on the marketing aspects of retail business and includes topics such as the retail environment, retail organization, retail shopping behavior, category management, supply chain management in retail business, retail outlet design, and retail marketing mix management.

Course Outcomes

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

- Comprehensively understand the nature, process, and strategies of retail business.
- Perform basic retail management functions including analyzing retail customers, managing merchandise and supply chain, and effectively manage the retail marketing mix.

Course Contents

Unit I: Retail Environment

6 hours

Concept of retailing. Characteristics and functions of retailing. Types of retail operations. Recent trends in retail business – e-tailing, department stores, supermarkets, hypermarkets, discount stores, mall-retailing, and specialty stores. Success factors in retail business. The retail scenario in Nepal.

Unit II: Retail Shopping Behavior

6 hours

Retail consumer behavior – reasons for retail shopping and the shopping process and behavior. Key influences - demographic, psychological, environmental, and life-style influences on retail shopping.

Unit III: Category Management

6 hours

Concept. Factors influencing category management – consumer dynamics, competition, and technology. Category management process – strategic and operational decisions. Managing category mix.

Unit IV: Retail Buying

6 hours

Buying objectives. Organizational buying process and behavior. Functions and responsibilities of a retail buyer. Merchandise and assortment plans – concept and planning process. Group buying.

Unit V: Supply Chain Management

6 hours

Concept and importance. Factors influencing successful supply chain management. Framework for supply chain management. Supply chain business process. Supply chain components.

Unit VI: Retail Store Layout and Design

6 hours

Concept and objectives. Circulation planning. Circulation graphics. Store fronts and entrance designs. Merchandise display – fixtures and positioning. Material choice – floors, interior walls, ceilings. Lighting of retail outlets. Music and signage graphics.

Unit VII: Retail Marketing Mix

12 hours

Retail brand management – importance of retail brand, retail brand equity, and store loyalty factors. Retail promotions – promotion mix for retailing, sales promotions, and point of purchase communications. Retail pricing – pricing objectives, pricing approaches, strategies and tactics. Retail atmospherics – role of atmospherics, components, and color planning. Customer relationship management – concept of CRM, personalization, special treatments, communications and rewards. Customer loyalty programs in Nepal.

Basic Text

Bajaj, Chetan, Rajnish Tuli and Nidhi Srivastava, *Retail Management*, Oxford University Press.

References

1. David Gilbert, *Retail Marketing Management*, Pearson Education.
2. Sinha, P.K. and Dwarika P. Uniyal, *Managing Retailing*, Oxford University Press.

MKT 446 Foreign Trade Management

Course Objectives

This is the concentration course on marketing. It aims to build students' understanding of the foreign trade, particularly export operations and management. Through this course, students also develop skills to undertake export business operations.

Course Description

This course focuses on the practical aspects of the foreign trade. It includes topics such as the foreign trade environment, institutional frameworks, incoterms, WTO and its impacts, documentations, payments and financing, business risk management, custom clearance and structure and directions of Nepal's foreign trade.

Course Outcomes

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

- Comprehensively understand the nature and process of foreign trade.
- Develop skills to effectively manage the export functions in the corporate sector.
- Perform as exporter or export trade manager at the middle management level.

Course Contents

Unit I Foreign Trade Environment

6 hours

Concept and importance of foreign trade in the economy. Development and growth of foreign trade – mercantilism to WTO impacts. Theories of foreign trade – comparative cost theory, factor proportion theory, and Leontief's Paradox.

Unit II: Institutional Framework for Foreign Trade

Role of government – policy formulation and regulations. Government agencies for export promotions in Nepal. Trade and Export Promotion Center – functions and key contributions. Non-governmental institutions for trade promotions – FNCCI, Chambers of Commerce and bilateral trade organizations.

Unit III: Incoterms and Process

Concept, purpose, and scope of Incoterms. List of Incoterms applicable in Nepal's foreign trade. Export and import processes and documentations in Nepal. Export and import financing – pre-shipment and post-shipment financing. Export pricing methods.

Unit IV: Business Risk Management and Coverage

Risk management in foreign trade – export and import risks. Quality control and pre-shipment inspection. Insurance of foreign trade transactions. Clearance of import and export cargo. Custom valuation in Nepal.

Unit V: World Trade Organization and Regional Trading Groups

Role and functions of WTO. GATT and WTO. Features and impacts of WTO agreements on agriculture, textiles and clothing, trade in services, trade related investment measures, import licensing, valuation of goods at customs, pre-shipment inspection, rules of origin, regional trade, and trade-related intellectual property rights. SAFTA, ASEAN, EU, LAFTA, BIMSTC.

Unit VI: Foreign Trade in Nepal

Growth of foreign trade. Balance of trade and balance of payment situations of Nepal. Structure and directions of Nepal's foreign trade. Problems of export and import trade. Export potential areas of Nepal.

Basic Text

Paul, Justin and Rajiv Asekar, *Export Import Management*, Oxford University Press.

References

Shrestha, S.K., *Export Market Management in Nepal*, Padma Educational Traders.

PRJ 491 Project Work

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, students are required to prepare a report of their project work in the prescribed format and submit to the authorized person/body. The objective of this project work is to develop students' skills in research, particularly in areas of data collection, processing, analysis, and report writing. These reports will be evaluated by the concerned authority.

This assignment specifically aims to develop knowledge, skills and attitudes necessary for conduct of individual research at a level which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of their investigation.

Through this PW, students gain a new perspective into the real world. It is also an excellent networking platform for students to get acquainted with people from different organizations, business backgrounds, skills, expertise, etc. This will improve the student's networking skills and also expand their networking group. Specifically, the objectives of the PW include:

- To provide an opportunity for the student to integrate classroom knowledge and practice.
- To enable graduate students to do an independent study to reflect a creative endeavour that can make some contribution to knowledge in a given field.
- To develop students' ability to read professional literature, reports, and other works critically in their design, treatment of data, and conclusions.
- To strengthen the ability of students in presenting their research work in a clear, concise, and logical manner and enable other readers to use the results of their investigations.

Students must complete an **Expression of Interest (FORM)** and submit it to the PW Advisor of their respective college. The screening committee of the college will make its decision on student applications. Once the PW scheme submitted by the student is approved, the student is required to work under the guidance of the supervisor as assigned to him/her by the screening committee.

TITLE OF THE PROJECT WORK REPORT

BY
Candidate's Full Name

A Project Work Report submitted to Pokhara University in partial fulfillment of the requirements for the degree of

Bachelor of Business Administration

at the
Name of the College
Pokhara University

Place
Month/Year

Declaration

I hereby declare that the project work report entitled “.....(Topic of the PW Report).....” submitted for the BBA is my original work and the Project Work Report has not formed the basis for the award of any degree, diploma, or other similar titles.

Signature
Name of the Student
Date

CERTIFICATE

This is to certify that the Project Work titled “**Title of the Project Work**“ submitted by (**Name of the Student**) (**Roll No.**) for the partial fulfillment of the requirements of BBA embodies the bonafide work done by him/her under my supervision.

Signature of the Supervisor

Name

Date

Name and Signature

In-Charge of Research or PW

Date

Sequence of Items in the Project Report

The following sequence may be followed in the preparation of the Manuscript as well as the final report (Manuscript can be spiral bound):

Preliminary Information

- Cover Page (On the black spiral bound cover)
- Title Page
- Declaration
- Certificate from the Supervisor
- Acknowledgements
- Table of Contents

Main Body of the Report

Chapter I: Introduction

- Background
- Objectives of the Study
- Need and Scope of the Study
- Literature Review
- Research Methodology Adopted

Chapter II: Descriptive Analysis

- Data Presentation
- Data Analysis
- Main Findings and Discussion

Chapter III: Summary and Conclusion

- Summary of the Findings
- Conclusion

Bibliography

Follow APA system of citation and referencing

Appendices (if any)

Checklist for the items in the report

Project Report Format (Guidelines)

Length:

Approx 35 to 40 pages (About 8000 to 10,000 words)

Paper:

A4 White bond paper

Typing:

Font – Times New Roman
Standard letter size: Title – 14 and Text – 12
Black Colour
One side of the paper
One and half line spacing

Margin:

Left and Top – 35 mm
Right and Bottom – 20 mm

Page Numbers:

All the pages in the initial part are in small roman centrally located at the bottom of the pages.
Each chapter should begin on a new page