
Title: Emerging Concepts in Management
Credit Hours: 3**Code: MGMT 511**
Year /Semester: I/I**48 Hours**

Course Objectives:

This course enriches and enlarges the conceptual knowledge about the emerging context and issues in management. It helps to extend the understanding about the different dimensions of account, finance, marketing, and production in the emerging scenarios of business management.

Unit 1 Change Management**8 Hours**

Understanding the Nature, Importance, Forces, Types of Change; Area of Change, Resistance to Change, Managing Resistant to Changes, Lewin's Three Steps Change Model, Kotter's Eight Step Model of Change

Unit 2 Introduction & Managerial Aspects of Innovation Function**10 Hours**

Introduction, Components of Innovation, Types of Innovations, Key drivers of Innovation, Factors influencing Innovation, Organizing for Innovation, Characteristics of Creative Organization, Developing Innovation Strategy, Factors influencing organizational design (Mechanistic and Organic Organizational Design)

Unit 3 Technology Management**10 Hours**

Introduction to Technology Management, Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad, Technological Intelligence and Forecasting

Unit 4 Principles and Design for Six Sigma**12 Hours**

Kaizen, Total Productive Maintenance(TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma in Services and Small Organizations

Unit 5 Advance Management Concepts**8 Hours**

Marketing Management; Guerrilla Marketing, Affiliate Marketing, Viral Marketing, Niche Marketing, Cross Selling, Mass Customization

Organizational Structure; Learning Organization, Matrix Organization, Virtual Organization

Finance and Operations; Activity Based Costing, Economic Value Added, Micro Financing.

Production and Operation; Just in Time (JIT), Lean Production

Reference Books:

1. Afuah, A., *Innovation Management*, (2nd ed.), Oxford University Press
2. Conway, S., Steward, F.,(2013), *Managing and Shaping Innovation*, Oxford University Press
3. Hossein Bidgoli (2010). *The Handbook of Technology Management* (3 Volume Set), Wiley
4. Larisa V. Shavinina (2003), *The International Handbook of Innovation*, First Edition, Elsevier Science, Permagon
5. Narayanan, V K. (2001). *Managing Technology and Innovation for Competitive Advantage*, Pearson Education

Title: Accounting For Managers
Credit Hours: 3**Code: MGMT 512**
Year /Semester: I/I**48 Hours**

Course Objectives:**The objective of this course is:**

- To acquaint the students with various accounting concepts and principles and apply those concepts and principles in managerial decision making.
- To familiarize the students with the statutory requirements for preparation and presentation of financial statements.
- To give an understanding of the basic principles and practice of cost and management accounting so as to apply those principles in managerial decision making.

Unit 1 Financial Accounting Concept**6 Hours**

Introduction; Importance & Scope; Accounting Conventions & concepts; Generally Accepted Accounting Principles (GAPP); Accounting Standards (of Nepal & international); Accounting policies; Accounting Standard Board; Accounting Cycle, Business Transaction & Accounting Equation

Unit 2 Accounting Process**10 Hours**

Recording of financial transaction: Double Entry Accounting System, Journal, Ledger; Subsidiary Books; Cash Books, Bank Reconciliation Statement

Unit 3 Preparation of Financial Statements**10 Hours**

Meaning of Financial Statements; Elements of Financial Statements; Conceptual Framework of Financial Statements; Trading A/C; Manufacturing A/C; Profit & Loss A/C (income statements); Balance Sheet (Position Statements); Method of Presentation of Financial Statements; Corporate Financial Statements

Unit 4 Analysis & Interpretation of Financial Statements**12 Hours**

Meaning, Importance of Ratio Analysis; Classification of Ratio, Du-Pont Analysis; Comparative Analysis; Trend Analysis; Cash Flow Statement; Preparation of Cash Flow Statement by using Direct Method as per Nepal Accounting Standard-3

Unit 5 Cost Accounting**10 Hours**

Accounting for Materials: Meaning, Material Control, Concept and Techniques

Accounting for Labours: Labour Cost Control Procedure, Labour Turnover: its effect and causes, Methods: Piece rate system and time rate system, Incentive Schemes

Accounting for Overheads: Meaning of Overhead, Difference between Overhead and Direct Expenses, Distribution and Allocation of overhead, Apportionment and re-apportionment of Overhead

Reference Books:

1. Singhal, A.K. & Ghosh Roy, H .J. *Accounting for Managers*, J.B. Publishers & Distributors New Delhi
2. Hansen & Mowen: *Cost Management*, Thomson learning
3. Pandey, I.M.: *Management Accounting*, Vikash Publishing House, New Delhi
4. Manash, Dutta: *Cost Accounting: Principles and Practice*

Title: Managerial Economics
Credit Hours: 3**Code: MGMT 513**
Year /Semester: I/I**48 Hours**

Course Objectives:

This course has been designed in order to provide knowledge on various principles and models of Economics to the students so that they apply them for analyzing and interpreting the situations and making correct decisions to solve business problems.

Unit 1 Introduction**14 Hours**

Nature, Scope and Significance of Managerial Economics, Its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Demand Analysis for Decision Making, Determinants of demand, Law of demand, Law of supply; Movement and shift of supply curve; Elasticity of demand, Demand estimation, Demand forecasting, Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems)

Unit 2 Cost and Pricing Analysis**8 Hours**

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), Short Run and Long Run Cost Functions, Price and Output Decisions under Different Markets (Perfect, Monopoly Monopolistic and Oligopoly)

Unit 3 Profit Analysis**6 Hours**

The concept of profit, Nature and measurement of profit, Profit Theories, Profit planning and control, Break Even analysis

Unit 4 Macroeconomic Policy**10 Hours**

Introduction to Macroeconomics: Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation: Meaning, Theories, and Control Measures; Recent Developments in Nepalese Economy, An overview of macro economic policy, A circular flow of Income, Concepts of consumption, Savings and investment, Determinants of consumption and savings

Unit 5 Business Cycle**10 Hours**

Causes of Inflation and Deflation, Business cycle, Consequences and measures to solve the problems of business cycle, An introduction to International Trade, Foreign exchanges

Reference Books:

1. Hirschey, Mark (2009) *Fundamentals of Managerial Economics*, 9th edition, Cengage Learning.
2. Salvatore, D. (2006). *Managerial Economics in a Global Economy*, 6th Edition, Oxford University Press.
3. Petersen, H. C., Cris, L W and Jain, S.K. (2008). *Managerial Economics*, 1st edition, Pearson Education

Title: Human Resource Management
Credit Hours: 3**Code: MGMT 514**
Year /Semester: I/I**48 Hours**

Course Objectives:

The course intends to help students gain knowledge on the concepts and application of HRM, be familiarized with the different aspects of managing human resource in an organization and understand the role of HRM relative to other functional areas.

Unit 1 Introduction**8 Hours**

Definition, Scope and Objectives of Human Resource Management; Personnel Vs Human Resource Management; Functions of Human Resource Management, Human Resource Research, HR's changing role: Human resource manager, HR outsourcing, Professional employers' organizations, Line managers, HR as a strategic partner; Ethics and human resource management

Unit 2 Acquisition of Human Resource**12 Hours**

Meaning of Human Resource Planning, Need for human resource planning, Process of human resource planning, Job analysis: Purpose and use Steps in job analysis, Job description: Guidelines for writing job description, Job specification, Recruitment and Selection process:, Recruitment: Steps in recruitment process, Sources, Methods of Recruitment, Selection: Selection procedure, Steps in selection procedure Psychological testing, Interviews, Placement and Induction, Classification/types of psychological testing, Types of interviews, Guidelines for effective interview, Interview techniques, Placement, Orientation, Induction Promotions, Transfer, Separation, Absenteeism and Turnover, Types and purpose of promotion, Demotion and it's causes Purpose and procedure of transfer, Measures of control of absenteeism, Impact and causes of turnover, Measures to control turnover,

Unit 3 Developing Human Resource**10 Hours**

Meaning of Training and Development Distinction between training and development, Need and Importance of training, Training methods – on the job training, Job Instruction Training (JIT), Vestibule training, Off the job training, Purpose and objective of Management Development, Organizational Development,

Performance Appraisal: Importance and purpose, Evaluation process, Methods, Techniques or tools for performance appraisal

Unit 4 Compensation**8 Hours**

Job evaluation: Objectives, Procedure and advantages, Basis job evaluation methods, Compensation, Reward, Wage levels and wage structures, Wage determination process, Factors affecting wage and salary structure and administration,

Rewards and incentives; Meaning and types of rewards, Employee benefits and employee services

Unit 5 Industrial relations and employee security**10 Hours**

Meaning of industrial relations, Concept of trade unions, Reasons behind joining unions, Objectives and functions of trade unions, Employee safety and Industrial health - Employee safety: Industrial accidents – nature and causes Safety Programme and policy, Safety officer, Industrial health, Industrial disputes Introduction, Form of disputes, Causes and Settlement of disputes, Meaning and process of Collective bargaining

Reference Books:

1. David A Decenzo and Stephen P. Robbins, *Personnel/Human Resource Management*
2. As Wathappa, K., (2010), *Human Resource Management*, Mc Graw Hill Education
3. Jyothi P. and Venkatesh, D. N., (2006), *Human Resource Management*, Oxford Higher Education

Title: Statistics for Business Decisions
Credit Hours: 3**Code: MGMT 515**
Year /Semester: I/I**48 Hours**

Course Objectives:

The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in business decision making process for efficient and effective management.

Unit 1 Introduction**5 Hours**

Concept of Statistics and its Significance and Limitations, Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and Their Graphical Representation

Unit 2 Measures of Central Tendency**6 Hours**

Mean, Median and Mode, Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation. Moments, Measures of Skewness and Kurtosis

Unit 3 Linear Programming**7 Hours**

Formulation, Graphical and Simplex Method, Duality

Unit 4 Probability**7 Hours**

Classical, Relative and Subjective Probability, Additive and Multiplicative rules; Conditional Probability and Bayes' Theorem, Random Variable, Mathematical Expectation, Binomial, Poisson and Normal probability distributions

Unit 5 Decision Theory**7 Hours**

Decision under Certainty, Uncertainty and Risk, Decision Tree analysis Game Theory - Pure and Mixed strategies, Dominance and Algebraic Methods

Unit 6 Sampling**10 Hours**

Methods of Sampling; Sampling and Non-Sampling Errors; Law of Large Numbers and Central Limit Theorem (without proof) Estimation, Point & Interval Estimates, Confidence Intervals, Statistical Testing-Hypothesis and Errors; Large and Small One Sample and Two Sample Tests - Z test, t -Test and F-Test, Chi-Square as a Test of Independence and as a Test of Goodness of Fit, Analysis of Variance

Unit 7 Correlation and Regression Analysis**6 Hours**

Two variable case / Index Numbers; Time series - Its Components and Their Determination

Reference Books:

1. Ken Black (2009) *Business Statistics: for Contemporary Decision Making*, 5th edition, Wiley-India.
2. Barry Render, RM Stair, ME Hanna and TN Badri (2009) *Quantitative Analysis for Management*, 10th edition, Pearson Prentice Hall.
3. Richard Levin and DS Rubin (2009) *Statistics for Management*, 7th edition, Pearson Education
4. Gupta, S.P. & Gupta M.P. (2009) *Business Statistics*, 15th edition, Sultan Chand and Sons.

Title: Marketing Management
Credit Hours: 3

Code: MGMT 521
Year /Semester: I/II

48 Hours

Course Objectives:

This course aims to deliver to the students understanding the concept of marketing in new millennium. It also enables to identify and target the savvy customers by formulating the product, price, place, and promotion strategy in response to the competitors move.

Unit 1 Introduction

8 Hours

Meaning of Marketing in 21st Century, Core Concepts of Marketing, Philosophies of Marketing (The Production Concept, The Product Concept, The Selling Concept, The Marketing Concept, The Holistic Marketing Concept), Marketing Management Concept, Marketing Management Task (Demand Management, Customer Relationship Management), Marketing Challenges in the New Millennium, Firm Response to the Challenges

Unit 2 Gathering Information and Scanning the Environment

10 Hours

Meaning and Components of Modern Marketing Information System (Internal record System, Marketing Intelligence System, Marketing Decision Support System, Marketing Research System), Mega/ Macro Environment Components (Demographic, Technology, Economic, Political- Legal, Socio- Cultural Environment), Environmental Scanning

Unit 3 Marketing Segmentation and Target Market

8 Hours

Market Segmentation, Levels of Market Segmentation, and Base for Segmenting Consumer and Business Markets, Consumer buying Decision Process, Business/ Organization Buying Decision Process, Market Targeting (Segment Evaluation, Segment Analysis, Segment selection), Other Considerations in Targeting Strategy, Positioning (Concept, Types of Positioning, Implementation of the Positioning Strategy)

Unit 4 Dealing with the Competition

6 Hours

Competitor Analysis, Identifying Competitors (Customer Based Approaches, Strategic Groups), Potential Competitors, understanding Competitors, Competitors Strength and Weaknesses, Obtaining Information on Competitors

Unit 5 Strategy and Marketing Mix

8 Hours

Product Planning and Development, Product Life Cycle and Marketing Strategies, Product Mix Strategies, Objectives and Methods of Pricing, Pricing Strategies, Marketing Channel and Logistic Management Strategies, Promotional Strategies

Unit 6 Emerging Concepts in Marketing

8 Hours

Value Marketing (Customer Value, Customer Satisfaction, Customer Retention), Online Marketing, Challenges of Online Marketing, Direct Marketing, Major Channels for Direct Marketing, Public and Ethical issues in Direct Marketing, Quality Marketing (Total Quality Marketing, Return on Quality Approaches)

Reference Books:

1. Aaker, D., *Strategic Market Management*, (9th edition), Wiley, India
2. Kotler, P., and Keller K., *Marketing Management*, (13th edition), Pearson education.
3. Koirala, K., D., *Principles of Marketing*, (latest edition), Buddha Publication, Kathmandu
4. Wilson M. Richard, "*Strategic Marketing Management*", *Planning Implementation and Context*, 2nd edition 2002, The Bath Bess Bath.

Title: Banking and Insurance
Credit Hours: 3**Code: MGMT 522**
Year /Semester: I/II**48 Hours**

Course Objectives:

The objective of this course is:

- To acquaint students with principles and practices in banking and insurance sector.
- To provide insight into regulatory framework of banking and insurance sector.
- To provide concept about retailing and customer relationship in banking sector.
- To provide students with knowledge about treasury management and risk management in banking sector.

Unit 1 Principles and Practice of Banking**10 Hours**

Role and Functions of Banks, The services offered by the bank, Different Deposit Products, Different loan product, Various Credit Facilities, Working Capital and Term Loan, Principles of lending, Electronic Payment System, Credit Cards and Debit Cards, Smart Cards, Electronic Fund Transfer Systems, Regulatory provision

Unit 2 Nepalese Banking System**8 Hours**

Overview of Nepalese Financial System, Commercial Banks, Financial Institutions, Co-operative Banks, Micro financing, Role of Nepal Rastra Bank as a Regulator, Bancassurance in Nepal, Basel II and its impact on Nepalese Banking Sector, Merger/Amalgamation of Banks and Financial Institution, Problems of Banking in Nepal

Unit 3 CRM in Banking**4 Hours**

Introduction and Significance of Customer Relationship Management, Relationship Building Strategies, Understanding Strategies to Prevent Defection and Recover Customers

Unit 4 Treasury Operation and Risk Management**6 Hours**

Concept of Treasury Management, Responsibility of Treasurer, Integrated Treasury Planning and Control, Liquidity Management

Capital Market and Money Market Instruments

Concept of Risk Management, Risk Measurement and Control, Asset Liability Management, Risk Hedging

Unit 5 Conceptual Framework and Principles of Insurance**4 Hours**

Concept of Insurance, Basic Principles of Insurance, Marketing of Insurance, Types of Insurance, Basic Characteristics of Insurance, Benefits and Cost of Insurance to Society

Unit 6 Practice of Life Insurance**4 Hours**

Concept of Life Insurance, Life Insurance Products, Life Insurance Contractual Provisions, Dividend Option, Non Forfeiture Option, Settlement Option, Additional Life Insurance Benefit

Unit 7 Other Insurance**8 Hours**

Fire and Marine Insurance: Concept; Overview of Principle, Procedure

Commercial Property Insurance: Concept, Building and Personal property Coverage Form, Causes of loss

Form, Reporting Forms, Business Income Insurance, Other Commercial Coverage, Transportation Insurance, Business Owners Policy

Unit 8 Insurance Industry in Nepal

4 Hours

Concept, Types of Insurers, Agents and Brokers, Types of Marketing System, Reinsurance, Insurance Board, Insurance Company, Recent Trends in Nepal

Reference Books:

1. Maheshwari, S.N and Maheshwari, S.K. ***Banking Law and Practice***; Kalyani Publishers, New Delhi
2. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008). ***Emerging Trends in Banking Sector***; Macmillan 2008, New Delhi
3. Gupta, Suraj Bhan (2006). ***Monetary Economics***; S. Chand & Company, New Delhi
4. Nepal Rastra Bank Reports (www.nrb.org.np)
5. Shroff, T.F.: ***Retail Banking***; Northern Book Centre, Daryaganj, Delhi
6. Mohammed, H. Peeru and A Sagadevan.: ***Customer Relationship Management***; Vikas Publishing House, Delhi
7. Institute of Banking and Finance. ***Theory and Practice of Treasury and Risk Management in Banks***; Taxman Publications
8. Insurance Institute of India. ***Principles of Insurance***
9. Rejda, George E.: ***Principles of Risk Management and Insurance***; Pearson Education, Delhi

Title: International Business
Credit Hours: 3**Code: MGMT 523**
Year /Semester: I/II**48 Hours**

Course Objectives:

The objective of this is to impart conceptual foundations on economic, political/legal, and financial environment that affects international business operations and trade and generate understanding on impacts of regional trade agreements and economic integration on developing countries.

Unit 1 Globalization**8 Hours**

Globalization- Globalization of Market and Production, Drivers of Globalization, Changing Demographics of Global Economy, Changing Foreign Direct Investment Picture, Globalizations, Jobs and Income, Globalization, Labour Policies and the Environment, Global Economy of 21st Century; Evolution and Development of International Business, Factors Leading Growth in International Business

Unit 2 Mode and Theories of International Business**8 Hours**

Determinants of entry mode, Theories of international trade: Mercantilists' Version, Classical Approach, Factors Proportions Theory, Neo-Factor Proportions Theory, Country Similarity Theory, Gains From Trade, Foreign Direct Investment Theories, Growth, Direction, Sources, Benefits and Costs of FDI, Balance of Payment, Structure of Balance of Payments, Equilibrium, Disequilibrium and Adjustment, Different approaches to Adjustment

Unit 3 International Business Environment**10 Hours**

Forms of Trade Regulation at the National Level, Multilateral Regulation of Trade and Investment: Basic Principles of Multilateral Trade Negotiations, GATT, World Trade Organizations, UNCTAD Regional Economic Integration, Levels of Economic Integration, Benefits and Cost of Economic Integration

Political and Legal Environment, Home Country and Host Country Perspective, Economic Environment: Forms of Economic Systems, Socio- Cultural and Ethical Environment: Culture, Cultural Diversity, Ethics and Social Responsibility

Unit 4 Global Money System**8 Hours**

Introduction and Function of Foreign Market System, Nature of Foreign Exchange Market, Economic Theories of Exchange Rate Determination: Prices and Exchange Rates, Interest Rates and Exchange Rates, Exchange Rate Forecasting, Currency Convertibility, International Monetary Fund

Unit 5 Competing in a Global Market Place**14 Hours**

Introduction, Profiting From Global Expansion, Strategic Choices, Strategic Alliances, Entering foreign Markets, Why Foreign Markets, Timing of Entry, Scale of Entry and Strategic Commitments, Entry Modes: (Exporting, Licensing, Franchising, and Joint ventures), Global Technology Management, Management of International Operations, International Market Strategy, Global HRM, International Investment and Financing Strategy, International Taxation and Accounting

Reference Books:

1. Daniels, J.D. and H. LEE Radesbaugh, *International Business-Environment and Operations* (New Delhi; Pearson Education).
2. Hill, Charles W.L., *International Business-competency in the Global Marketplace* (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J. Black, *The International Business Environment: Text and Cases* (New Delhi: Prentice Hall of India).
4. Sharan, V., *International Business: Concept, Environment and Strategy* (new Delhi; Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, *The World Economy – Trade and Finance*, Thomson Learning Singapore.
6. Charles, W. I., *Global Business*, 2nd edition, 2003, TATA McGraw Hill.

Title: Organizational Behavior
Credit Hours: 3**Code: MGMT 524**
Year /Semester: I/II**48 Hours**

Course Objectives:

The objective of the course is to develop in graduates the insight into behavioral issues, problems and trends in modern organizations through a comprehensive framework of behavioral studies and familiarize them with suitable tools and techniques for behavioral transformation for increased organizational performance.

Unit 1 Introduction**8 Hours**

Definition, Objectives and Importance of OB, Evolution of OB, Levels of Study of OB, OB Model, Disciplines Contributing to OB, Challenges and Opportunities of OB

Unit 2 Individual Behavior and Process**10 Hours**

Types of Individual Behavior in Organization, Beliefs, Attitudes and Values, Personality: Determinates of Personality, Personality traits, Theories of Personality, Perception: Nature & Significance, Perceptual organization, Learning and Behavior management: Definition & Significance of Learning; Theories of Learning, Steps in Learning, Behavior Modification: Law of Effect, Schedules of Reinforcement

Unit 3 Motivation & Leadership**8 Hours**

Motivation & productivity, Nature of motivation, Theories of Motivation Maslow's Hierarchy needs, Herzberg's Two Factor Theory, Alderfer's ERG model)

Leadership: Nature, Leadership Style: Autocratic, Consultative & Participative Leaders, Theories of Leadership: Trait, Behavioral and Contingency Theories (Fielder's contingency model, Path- goal model of leadership, Vroom's Decision Making Model), Emerging Leadership Theories: Transactional, Charismatic, Transformation, Servant Leadership

Unit 4 Groups and Interpersonal Behavior**10 Hours**

Nature of Groups, Dynamics of Group Formation, Types & Functions of Groups, Nature Significance of Informal Groups Management of Informal Groups, Formal Groups: Potential Outcomes of Formal Group, Dynamics of Formal Work Groups Team, Lifecycle A Team in Gradients of Effective Team, Need of Team Building Committees, Conflict in Organization: Meaning and Nature of Conflict, Levels of Conflict, Sources of Conflict, Effects of Conflict, View on Conflict; Power & Politics: Meaning and Types of Power, Organizational, Politics and Its Nature

Unit 5 Organizational Change & Development**12 Hours**

The Nature of Change, Responses to Change, Resistance to Change (Nature & Effects Reasons, Types & Benefits), Transformational Leadership & Change Three Stages in Change, Background, Definition Organizational Development, Objectives & Characteristics, Organization Development Process, Benefits of limitations of Organization Development OD Techniques, Emerging OD Techniques & Approaches

Reference Books:

1. Stephen P. Robins, Timothy A. Judge, Seema Sanghi, *Organizational Behavior*: Pearson Education edition (latest edition),
2. Robbins, S.P., Judge, T.A., Sanghi, S (2009). *Organizational Behaviour*, Pearson Education.
3. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., *Management* 6th Ed, .Prentice-Hall of India.
4. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
5. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. Prentice Hall of India.
6. Agrawal, G.R.: *Organizational Relations in Nepal*, M.K. Publishers, Kathmandu.

Title: Cost and Management Accounting	Code: MGMT 525	
Credit Hours: 3	Year /Semester: I/II	48 Hours

Course Objectives:

The objective of this course is:

- To give broad understanding of cost concept.
- To understand the concept, tools and practices of management accounting.
- To apply those concept and principle in decision making.

Unit 1 Introduction to Cost Accounting and Management Accounting **8 Hours**

Concepts of Costs, Cost Unit, Cost Object, Cost Center and Profit Center

Classification of Cost (by nature, by activities, by behavior, by time, in relation to managerial decision making); Preparation of Cost sheet, Concepts & Functions of Management Accounting; Controllership Function & Responsibility

Unit 2 Cost Volume Profit Analysis **8 Hours**

Concepts; Breakeven analysis; Marginal costing; Graphical & Linear programming Model for maximizing Profit & Minimizing Cost

Unit 3 Decision making **10 Hours**

Make or Buy; Drop or continue; Export vs Local sale; Expand or Contract

Unit 4 Budgetary Control & Costing **12 Hours**

Concept of Budget, Concept of Budgetary Control, Objectives and Advantages of Budgetary Control, Fixed and Flexible Budgets, Zero Based Budget, Preparations of Master Budget

Unit 5 Pricing Decision **10 Hours**

Introduction; Pricing of Finished Product (Cost Plus Pricing; Rate of Return Pricing; Variable Cost Pricing; Comparative Pricing); Pareto Analysis

Reference Books:

1. Arora, M.: *Cost and Management Accounting*, Vikash Publication.
2. Horngren, Datar & Foster.: *Cost Accounting-A Managerial Emphasis*, Pearson Education.
3. Lynch, R.M. and Williamson. *Accounting For Management*, Tata McGraw Hill India Company Ltd., New Delhi.
4. Nigam, R.S and Narang, S.P. and Sehgal, B.C.: *Principles and Practice of Cost Accounting*, S Chand & Co., New Delhi.
5. Khan & Jain.: *Management Accounting*, Tata McGraw Hill Company, New Delhi.

Title: Entrepreneurship Development**Code: MGMT 531****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

The objective of this course is to develop entrepreneurial skills and traits in students by providing conceptual and analytical framework in relation to identifying, implementing and developing entrepreneurial ventures in competitive environment.

Unit 1 Introduction**10 Hours**

Concept and Features of Entrepreneurship, Types of Entrepreneurship, Distinction between Entrepreneurs and Small Business Owners, Emerging Trends in Entrepreneurship, Internet and E-Commerce, Women Entrepreneurship and its Challenges, Entrepreneurial Opportunities, Role of Entrepreneurship in Economic Development, Entrepreneurial Process, Future of Entrepreneurship, Reasons for Entrepreneurial Failure

Unit 2 Entrepreneurship Development and Approaches**8 Hours**

Entrepreneurship Evolution, Myths of Entrepreneurship, Approaches and Thought of Entrepreneurship: Schools of Thought (Macro and Micro View), Process Approach (Integrative Approach, Assessment Approach, Multidimensional Approach)

Unit 3 Development of New Venture**10 Hours**

Sources of New Ideas, Methods of Generating Ideas, Creativity Concept and Techniques for Creative Problem Solving, Opportunity Recognition, Aspects of E-Commerce and Starting an E-Commerce Business, Legal Provisions for Establishment of a New Venture, Concept and Nature of Intellectual Property (Patents, Copyrights, Trademarks, Trade Secrets), Licensing of Expanding a Business or Start New Venture

Unit 4 Business Plan Development**10 hours**

Concept and scope of business plan, Information needs for business plan, developing a well-conceived business plan, Elements of a business plan, using the internet, Implementing the business plan, Business plan practical

Unit 5 Entrepreneurship in Nepal and Institutional Support**10 Hours**

Entrepreneurship Condition in Nepal, Challenges to Doing Business in Nepal, Industrial Policies, Need and Importance of Institutional Support, Institutional Support to Entrepreneurs in Nepal: - Government Organizations, Bilateral Projects and Private Sector Organizations

Reference Books:

1. Hisrich R.D and Peters P.Michael (2007), “*Entrepreneurship*” 6th edition New Delhi Tata McGraw Hill
2. Kuratko and Hodgetts (2007) , *Entrepreneurship : in the Millennium*
3. “*Entrepreneurship development for competitive small and medium enterprises*” Report (Asian Productivity organization)

Title: Operation Management**Code: MGMT 532****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years. It is envisaged that students would gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

Unit 1 Introduction to Operations Management**12 Hours**

Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management

Unit 2 Product Development**14 Hours**

Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design

Unit 3 Demand Forecasting**10 Hours**

Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control

Unit 4 Quality Management**12 Hours**

Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000 & 14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, a & b risk) Total Quality Management (TQM)

Reference Books:

1. Mahadevan B. (2010). *Operations Management: Theory and Practice*, 2nd Edition, Pearson Education.
2. Chase, R.B, et. al. (2010) *Operations Management for Competitive Advantage*, Tata McGraw Hill, New Delhi
3. Stevenson W. J (2007). *Operations Management*, 9th Edition, Tata McGraw Hill, New Delhi

Title: Corporate and Business Law**Code: MGMT 533****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

The objective of this course is to provide ample knowledge about legal provisions with regard to establishment, management and governance of company, bank, financial institution and Co-operative organizations. It also aims at making students aware of legal provisions related to issues of labour management and trade unions.

Unit 1 Company Act, 2063**10 Hours**

Meaning and Nature of Company; Incorporation of Company; Memorandum of Association; Articles of Association; Prospectus; Shares and Debentures; Meetings of Company; Board of Directors; Accounts and Records; Audit; Call For Explanation and Investigation; Liquidation of Company; Cancellation of Registration; Protection of Shareholders; Holding and Subsidiary Companies; Special Provisions Relating to Private Company, Single Shareholder Company, Foreign Company; Audit Committee; Offences and Punishment; Miscellaneous Provisions

Unit 2 Banking and Financial Institution Act, 2063 and Nepal Rastra Bank Act, 2058**11 Hours****BAFIA**

Introduction; Incorporation of Banks or Financial Institution; Provisions Concerning Board of Director and Chief Executive; Provisions Relating to License, Capital; Operation of Financial Transactions; Regulation, Inspection and Supervision; Provisions Relating to Supply and Recovery of Credits; Accounts, Records, Returns and Reports; Provisions Relating to Merger; Offence and Punishment; Miscellaneous Provisions

Nepal Rastra Bank Act

Monetary Functions and Operation of Open Market; Foreign Exchange Policy, Regulation and Reserve; Relation with Government of Nepal; Regulation, Inspection and Supervision of the Banks

Unit 3 Labor Act, 2048**10 Hours**

Need of Labor Law; General Manager's Work Nature; Employment for Foreigners; Working Hour and Job Security; Reserve and Redundancy of Employee; Establishment of Welfare fund; General Managers Responsibility for Remuneration; Maintenance of Health and Safety; Employees Misconduct and Notice; Misconduct of Manager or General Manager and Actions; Board, Committee and Officers; Gratuity Payment and Provident Fund; Labor Dispute Settlement Mechanism and General Manager; Collective Bargaining Agreement

Unit 4 Bonus Act, 2030**5 Hours**

Introduction; Distribution of Bonus in Advance; Persons Who Can Obtain Bonus

Unit 5 Insurance Law**8 Hours**

Introduction; Characteristics of Insurance Contract; Legal Provisions for Insurance Business; Prohibition on Registration; Insurance Agent Surveyor and Broker; Surveyor; Insurance Claim and Its Settlement

Unit 6 Laws Regulating Co-operatives Sector**4 Hours**

Co-operative Act; Co-operative Rules

Reference Books:

1. Nepal Government: Companies Act, 2063: Ministry of Law Justice & Constituent Assembly
2. Nepal Government: Banking and Financial Institution Act, 2063 with amendments: Ministry of Law Justice & Constituent Assembly
3. Nepal Government: Nepal Rastra Bank Act, 2058: Ministry of Law Justice & Constituent Assembly
4. Nepal Government: Labor Act: Ministry of Law Justice & Constituent Assembly
5. Nepal Government: Co-operative Act and Rules: Ministry of Law Justice & Constituent Assembly
6. Nepal Insurance Act and Rules, Ministry of Law Justice & Constituent Assembly
7. Bonus Act and Rules, Ministry of Law Justice & Constituent Assembly

Course Title: Business Research Methods
Credit Hours: 3

Course Code Number: MGMT 534
Year /Semester: II/III

48 Hours

Course Objectives:

The objective of this course is to equip students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making

Unit 1 Introduction

5 Hours

Concept of research and its applications in the various functions of management; Types of research, Criteria of good research, Problems encountered by researcher, Ethics in research

The research process:

The conceptual phase: Research problem, literature review, developing hypothesis

The empirical phase: Research design, sample size, data collection

The analytical phase: Data analysis, hypothesis testing, interpretation, research reporting

Research concepts and language: Variable, hypothesis, data

Writing a Research Proposal

Unit 2 Research Design

10 Hours

Meaning of research design, features of a good research design

Types of research design: Exploratory Research Design, Descriptive Research Designs, Comparative Research Design, Experimental Research Design, Qualitative and quantitative research

Unit 3 Sampling

5 Hours

Concept of sampling, Types of sampling – Probability, Non-Probability, Sampling Frame, Sample Size Determination

Unit 4 Measurement and Scaling

5 Hours

Levels of measurement: Nominal, ordinal, interval, ratio

Attitudinal Scales – Likert, Thurstone, Guttman Scales

Validity of Research Instruments – Face and Content, Concurrent and Predictive, Construct Validity;

Reliability of Research Instruments – External and Internal Consistency Procedures

Unit 5 Sources of Data

8 Hours

Primary and secondary data, Primary Data Collection Instruments (Questionnaire, Research Interview, Focus Group Discussion), Questionnaire construction and administration, question content, wording and sequencing, pre-testing pilot studies, Precautions in preparation of questionnaire, Important considerations for data collections, Secondary data sources in Nepal

Unit 6 Analysis of data

10 Hours

Coding, editing and tabulation of data, various kinds of charts and diagrams used in data analysis, Descriptive statistics and inferential statistics, Hypothesis Testing, Univariate, Bivariate, and multivariate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance, Uses of Data Analysis Tools like SPSS and Excel

Unit 7 Report Preparation

5 Hours

Meaning and types of research report, format of the research report: Preliminaries, body, and reference materials

Precautions in preparing the research report

Reference Books:

1. Donald Cooper and PS Schindler (2009) *Business Research Methods*, 9th edition, Tata McGraw Hill
2. Kothari, C.R., *Research Methodology Methods and Techniques*, 2nd Edition, New age International Publishes.
3. Ranjit Kumar (2009) *Research Methodology*, 2nd edition, Pearson Education
4. Uma Sekaran (2010) *Research Methods for Business*, 4th edition, Wiley.
5. Pant, P. R. *Social Science Research and Thesis Writing*, Buddha Publication, Kathmandu, Nepal.

Title: Financial Management**Code: MGMT 535****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

This course enables the students to understand the concepts and principles of finance together with the skill required for making sound financial decisions in a corporate world. At the completion of this course, the students will be able to make investment, financing, and dividend decisions.

Unit 1 Nature of Finance**3 Hours**

Importance of financial management, the finance function, goal of the firm, and agency relationships

Unit 2 Financial Analysis**7 Hours**

Understanding financial statements including common size statements, concept of free cash flows, types of financial ratios, internal and external uses of financial ratios, users of financial ratios, limitations of financial ratios, du pont identity, and predictive power of financial ratios

Unit 3 Cost of Capital**7 Hours**

Cost of capital components, cost of debt, cost of preferred stock, cost of equity: discounted cash flow and CAPM methods, weighted average cost of capital, marginal cost of capital, factors affecting weighted average cost of capital, problems in estimating cost of capital

Unit 4 Capital Budgeting**15 Hours**

Categories of capital budgeting decisions, evaluation of alternative ranking methods in capital budgeting: cash payback, discounted cash payback, net present value, internal rate of return, comparison of NPV and IRR methods, NPV profiles, multiple IRR, MIRR, profitability index, cash flow estimation, new, expansion and replacement decisions, projects with different lives, capital rationing

Unit 5 Working Capital Management**12 Hours**

Concept and importance of working capital; zero concept of working capital, factors affecting working capital, working capital cash flow cycle

Cash management: Nature and importance, motives for holding cash

Receivables management: Credit and collection policies, credit standards, credit terms, default risk, collection policy, monitoring receivables management: days' sales outstanding, aging schedule

Inventory Management: controlling investment in inventories, classification of inventory costs, the Economic Order Quantity Model, inventory policy with lead time and safety stock

Unit 6 Dividend Policy**4 Hours**

Concept of dividend policy, payment procedure, factors influencing dividend policy, dividend policy behavior, dividend payout schemes, stock dividends, stock splits, and repurchases

Reference Books:

1. Eugene F. Brigham, and Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson Asia, Singapore.
2. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India, New Delhi.
3. Richard Brealey and Stewart Myers, *Principles of Corporate Finance*, McGraw Hill Book Company, New York
4. Haim Levy and Marshall Sarnat, *Principles of Financial Management*, Prentice Hall Inc., New Jersey.
5. Joshi, K. R., Gupta, M. K., Lamichhane, P., Shrestha, P. M., Ghimire, T. R. & Gautam, M., *Managerial Finance*, Ayam Publication, Kathmandu, Nepal.

Title: Strategic Management**Code: MGMT 536****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

This course intends to provide the students a comprehensive framework of managerial concerns and actions of strategic level managers of business corporations. The course has been designed and offered for developing analytical skills to study the complex business environment and apply globally popular tools and techniques for strategic choice, implementation and improvement.

Unit 1 Introduction to Strategic Management**8 Hours**

Concept of strategy and strategic management, Levels of strategy, Components of strategic management: Strategic Planning, Strategy Implementation and Strategic Control, Challenges of Strategic Management, Role of CEO in Strategic Management, Characteristics of Strategic Decisions, Importance of Strategic Management in the Globalized World

Unit 2 Environmental Analysis**12 Hours****Internal Environment Analysis**

Concept and Components of Internal Environment, Corporate Resources Analysis: Marketing, Human Resource, Production/Operation, Finance and Accounting, Concept of Available Resources, Threshold Resources, Unique Resources, Core Competencies, Strategic Advantage and Robustness, Techniques of Internal Analysis; Value Chain Analysis (Cost Efficiency, Product Features); Comparative Analysis (Historical Comparison, Industry Standards, Benchmarking), Strategic Advantage Profile (SAP)

External Environment Analysis

Concept and Components of External Environment: Remote and Operating Environment. Environmental Scanning: Concept and Process, Techniques of Environment Analysis: PESTEL Analysis (Political, Economic, Social-Cultural, Technological, Environmental, and Legal Analysis), Scenario Planning, Porter's Five Forces Model, Environment Threat and Opportunity Profile (ETOP)

Unit 3 Strategic Options**10 Hours**

SWOT Analysis for Strategic Options, Corporate Strategies; Stability, Growth, Diversification (Related and Unrelated), Retrenchment. Business Strategies: Porter's Competitive Strategy, Strategic Clock, Sustaining Competitive Advantage, Directions for Strategy Development: Protect and Build on Current Position, Market Penetration, Product Development, Market Development and Diversification

Unit 4 Strategy Implementation and Control**9 Hours**

Operationalizing the Strategy: Annual Objectives, Functional Strategies, Policies, Programs, Budgets and Procedures; Organization Structures for Strategy Implementation: Simple, Functional, Multi-Divisional, Holding, Matrix, Transnational, Team-Based and Project Structure, Management System, Managing Strategic Change, Strategic Control: Concept and Types

Unit 5 Strategy Evaluation**9 Hours**

Reviewing Bases of Strategy, Process of Evaluating Strategy, Evaluation criteria: suitability, acceptability and feasibility, Portfolio analysis for strategic choice; BCG matrix, GE business screen and Internal - External Matrix, Taking Corrective Actions, Case Study

Reference Books:

1. Thomas L. Wheelen, J. David Hunger (2010). *Strategic Management and Business Policy*, Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). *Strategic Management – Concept and Cases*. Tata McGraw Hill, New Delhi.
3. Kark Rajneesh (2008). *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena*, Penguin Books. Azhar Kazmi

Title: Project Management
Credit Hours: 3**Code: MGMT 541**
Year /Semester: II/IV**48 Hours**

Course Objectives:

The course has been introduced in order to familiarize the students with conceptual framework of project management along with the common tools and techniques for dealing with the respective managerial jobs and to develop managerial skills for successfully accomplish project within the limitations of resources and coping up the environmental challenges.

Unit 1 Introduction to Project Management**8 Hours**

Meaning of Project and Its Nature, Introduction to Project Management, Importance of Project Management, Types of Project, Project Management vs Product Management, Project Management Process, Project Life Cycle, Skill Requirements for a Project Manager, Role and Responsibilities of a Project Manager, Project Identification and Selection, History of Project Management

Unit 2 Project Organization**6 Hours**

Project Organization, The project as Part of the Functional Organization, Pure Project Organization, Matrix Organization, Advantages and Limitations of Matrix Organization

Unit 3 Project Planning and Scheduling**12 Hours**

Meaning of Project Planning, Project Proposal, Planning Stage, Work Break-Down Structure(WBS), Factors Influencing The Quality of Estimates, Project Time Estimation, Project Cost Estimation, Project Scheduling, Bar Charts, Line of Balance (LOB) And Networks Techniques(PERT/CPM), Project Team Building, Project Team Characteristics, Responsibilities of a Team Leader, Team Communication, Effective Time Management Techniques, Conflict Resolution in Project

Unit 4 Project Monitoring and Control**8 Hours**

Project Monitoring, Design of Monitoring System, Project Monitoring and Evaluation Approaches of The World Bank, ADB and INGOS, Concept of Control, Project Control Process, Project Management Information System(PMIS), Project Control Techniques

Unit 5 Project Termination**8 Hours**

Project Review, Performance Measurement and Report, Project Audit, Project Audit Life Cycle, Responsibilities of Auditor, Responsibilities of the Project Manager, Verities of Project Termination

Unit 6 Project Management in Nepal**6 Hours**

Projects management in developing countries, Project management in Nepal, Difficulties in project implementation in Nepal, Project management in different areas

References Books:

1. Meredith J.R. & Mantel, J. Samuel, *Project Management – A Managerial Approach* (latest edition), John Wiley, New York.
2. Agrawal, Govinda Ram, *Project Management*, M.K. Publishers and Distributors.
3. Prasanna Chandra, *Projects Planning, Analysis, Selection, Implementation and Review*, 4th edition, TaTA McGraw Hill Publishing Company Limited, New Delhi, 1999.

SPECIALIZATION SUBJECTS

GROUP- FINANCE

Title: Financial Institutions and Market	Code: FIN 545	
Credit Hours: 3	Year /Semester: II/IV	48 Hours

Course Objectives:

This course aims to provide the students with basic understandings of Financial Institutions and Market. This course enables the students for financial analysis to determine the interest rates, to analyze the money market instruments and to understand the concept and role of Central Bank.

Unit 1 Introduction **15 Hours**

Meaning of financial institution, meaning of financial market, classification of financial market

Money market: Meaning, Constituents, Functions of money market, Money Market instruments (Treasury auction, Treasury bills, Certificates of Deposit, Commercial Papers, Banker's Acceptance, Repurchase Agreements, Euro dollars)

Capital market: Meaning, primary and secondary market, functions, role of SEBON-an overview.

Stock market: Concept, trading markets for stock, stock exchange, recent trends of stock market in Nepal

Mortgage market: Concept, Residential Mortgage, Types of Mortgage Loan, Securitisation of mortgage, Pass through Securities, Mortgage Backed Securities

Foreign Exchange Market: Concept, Exchange Rate in Long Run, Exchange Rate in Short Run, Changes in Exchange Rate.

Bond Market: Introduction, Types of Bond, Bond Valuation, Bond Yield, Bond Quotation, Bond Market in Nepal, International Bond Market

Unit 2 Central Bank **8 Hours**

Meaning of central bank, Organization structure and management, Functions of Nepal Rastra Bank, Credit Creation and Credit Control, Monetary Policy

Unit 3 Commercial Banks **8 Hours**

Meaning & Functions, Management and Investments Policies of commercial Bank, Recent trends in Activities of Commercial Banks, Liquidity & and Risk management, Types of Bank Loan, Capital Adequacy and Basel II Norms

Unit 4 Thrift Institutions **5 Hours**

Meaning of credit Union, Regulation of Credit Union, Meaning of Saving & Loan Association, Regulation, Sources and uses of Fund, Meaning of Saving Bank, Regulation, Sources & Uses of Fund

Unit 5 Insurance Sector **6 Hours**

Objective & Role, Types of insurance Companies, Liability of Insurance Companies, Investment Practices of Insurance Companies, Role and Function of Beema Samiti

Unit 6 Interest Rate **6 Hours**

Concept, Factors affecting interest rate, Nominal interest rate, Real rate of interest and Expected inflation rate, Theories of interest rate, Relationship between interest rate and security price, Interest rate structure in Nepal, Determinants of interest rate

Reference Books:

1. Kolb, Robert and Rodriguez Ricardo, J.; *Financial Institution & Markets*, Blackwell Publishers, Massachusetts.
2. Madura, Jeff: *Financial Market and Institutions*, West Publishing Corporation Sent Paul.
3. Mishkin, F.S. and Eakins, S.G.: *Financial Markets and Institutions*, Pearson Education Inc.
4. Fabozzi, F.J., Modigliani, F., Jones, F. J. and Ferri, M.G.: *Foundation of Financial Markets and institution*, Pearson Education
5. Pradhan, R. S., Gautam, R., Sharma, D. R., Chhetri, G. R., Adhikari, R., Sharma, R. R., et. al. *Financial institutions & Market*, Buddha Publication, Kathmandu, Nepal.

Title: Investment Analysis
Credit Hours: 3**Code: FIN 546**
Year /Semester: II/IV**48 Hours**

Course Objectives:

This course aims to provide the students with basic understandings of investment and investment alternatives. This course enables the students to evaluate various investment securities and the impact of market factors that influence them to analyze the security, to analyze the international investment, and to understand the concept of derivatives.

Unit 1 Introduction**6 Hours**

The investment environment, Real assets vs Financial assets, A taxonomy of financial assets, The investment decision process, Asset classes and Financial instruments, Determinants of investment, The money market, Bond market, Equity securities, Derivative market, Career opportunities in investments

Unit 2 Portfolio Theory & Practice**15 Hours**

Risk & Risk premium, Risk aversion, Risk free assets, Risk tolerance & Assets allocation, diversification & portfolio risk, The efficient set theorem, Concavity of the efficient set, The market model diversification, Index models, SML v/s CML, CAPM, Index model, Expected return-beta relationship, Extension of CAPM, Liquidity & CAPM, Multifactor models, Arbitrage pricing theory (APT), Multifactor CAPM & the APT

Unit 3 Securities Analysis & Valuation**14 Hours****Macro-economic and industry analysis**

Global economy, Business cycles, Domestic macro-economy, Industrial analysis, Financial analysis, Technical analysis, Fundamental analysis, Financial statement analysis

Bonds

Introduction & Nature of bonds, Bond valuation, Bond yields (YTC & YTM), Bond pricing theorem, Interest rate convexity, Active & Passive bond management.

Equity

Nature of equity shares, Intrinsic value, Market value, Valuation by comparison, Dividend discount model, Price- earnings ratio, Cash flow approach

Unit 4 International Investment**8 Hours**

International equity indices, Emerging market, Managing exchange risk, Foreign & domestic Risk & return, International listing, International tax issues, Interest rate & inflation, Nominal & real return

Unit 5 Other Investment**5 Hours**

Investment companies, Major types of investment companies: Close-end company, Open-end company (Mutual Fund), Mutual fund characteristics, Evaluating mutual funds, Mutual funds in Nepal

Reference Books:

1. Sharpe, W. F., Alexander, G.J., and Jeffery, V. Bailey, *Investments*. Prentice-Hall of India Pvt. Ltd., New Delhi.
2. Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Management*. S. Chand & Company Pvt. Ltd., New Delhi.
3. Reilly, F. K. and Brown, K. C., *Analysis of Investment & Management of Portfolios*. Cengage Learning India Pvt. Ltd.
4. Bodie, Z., Kane, A., Marcus, A. J. and Mohanty, P. *Investments*, Tata McGraw –Hill, Education Pvt. Ltd., New Delhi.

Title: Derivatives and Risk Management
Credit Hours: 3**Code: FIN 547**
Year /Semester: II/IV**48 Hours**

Course Objectives:

This course aims to provide the students with basic understandings of derivatives and risk management. This course enables the students to understand the conceptual framework and tools for the analysis of futures, options and swaps.

Unit 1 Introduction**5 Hours**

Meaning of Derivatives, Derivatives Markets & Instruments, Underlying Assets, Objectives of Derivative Trading, Financial Derivative Market, Criticism of Derivatives

Unit 2 Options**10 Hours**

Meaning of Options, Development of Options Market, Types of Options, Terms used in Options, Options Strategy, Put-Call Parity Relationship, Covered & Uncovered Options, Selling Short & Selling Long, Pay-off & Profit Diagrams

Unit 3 Valuation of Options**12 Hours**

Value of Options at Expiration, Determination of Options Value, Intrinsic & Time Value, Restriction on Options Values, Binominal Options Pricing, Extended Binominal Model, Black- Scholes Options Valuation Model, Empirical Evidence on Options Pricing, Estimating the Volatility, Index Options

Unit 4 Futures & Swaps**12 Hours**

Forward & Futures Contracts, Futures vs. Options, Terms used in Futures, Futures Market Strategies, Determination of Futures Price, Returns on Futures, The Spot-Futures Parity Theorem, Hedging, Hedge Ratio & Strategies, Spreads, Forward vs. Futures Price, Futures vs. Expected Spot Price, Interest Rate Futures, Foreign Exchange Futures, Stock Index Futures, Introduction to Swap, Types of Swap, Commodity Futures Pricing

Unit 5 Derivatives Risk Management**9 Hours**

Impetus for Risk Management, Benefits of Risks Management, Managing Market & Credit Risks, Managing Other Type of Risks, Organizing the Risk Management Functions, Risk Management Accounting

Reference Books:

1. Chance, Don M., & Robert Brooks : *Derivatives and Risks Management Basics*, Cengage Learnings India Pvt. Ltd., New Delhi (2011, Fifth Edition)
2. Hull, John C.: *Options, Futures & Other Derivatives*, Prentice Hall of India Pvt. Ltd. , New Delhi
3. Zvi Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty: *Investments*, Tata McGraw Hill Education Pvt. Ltd. , New Delhi
4. Rene M Stulz: *Risk Management and Derivatives*.

GROUP- ACCOUNT

Title: Taxation	Code: ACC 545	
Credit Hours: 3	Year /Semester: II/IV	48 Hours

Course Objectives:

- * To acquaint the students with corporate tax laws both direct and indirect taxes and practice in the country.
- * To gain knowledge to handle the corporate taxes and tax planning.

Unit 1 Introduction**4 Hours**

Meaning of Tax; Objective of Tax; Canon of Tax, Types of tax and their merits & Demerits, Provision of Income Tax Act 2058; Features of Income Tax Act 2058, Relation of Income Tax act with other Laws, Definition of Basic Terms Under Income Tax Act 2058

Unit 2 Special Provisions in income tax Act in Nepal**20 Hours**

Special provision: Tax Exemption amount, Business exemption & concession, Rebate, Withholding Payments, Tax deductions and sources, Treatments of provision related to deduction and reduction, Total taxable income & tax liabilities with employment, Business and Investment, Taxation of retirement Fund; Provision Relating to Depreciation as per Income Tax; Provision Relating to Mode of payment Tax; Provision Relating to filing of return of income

Unit 3 Tax Administration**4 Hours**

Rights & duties of income Tax authority; circulars; directives; Service of Documents order & notice; Rights of Taxpayer; Self-assessment; Jeopardy Assessment & Amended Assessment; Recovery of dues

Unit 4 Value Added Tax**5 Hours**

Introduction of VAT; VAT in Nepal; Definition of terms; Exemptions; Zero Rated Goods; Taxable Transaction; Tax Credit & Restrictions; Registration; VAT Returns; Assessment, Collection & Refund; Power of Tax authority

Unit 5 Excise Laws**6 Hours**

Concept of Excise Duty; Definition of terms in excise Act 2058 & Rules, 2059; Licensing; Renewal & termination; Physical Control system; Self-assessment; Determination of factory Price; Recovery ratio's; Fine & Penalties; Reviews & Appeal

Unit 6 Customs Laws**5 Hours**

Objective & scope of Custom Act; Definition of Terms in Custom Act; Import & exports Procedures; Valuation; Provisions Relating to Ghitigunta; Accompanied & Unaccompanied Goods; Duty Refundable Bonded-warehouse; Re-exports; Exemptions; Fines & Penalties; Appeal

Unit 7 Tax Planning**4 Hours**

Objectives & scope of Tax Planning; Tax Planning; Tax Avoidance; Tax Evasion, Tax Planning of Remuneration Payments; Tax Planning by considering Presumptive Taxation; Tax planning by Setting unit in Tax Haven; Selection of business

Reference Books:

1. *Nepal Government: Budget Speech and Finance Act (Latest).*
2. *Nepal Government: Income Tax Act, 2058 & Income Tax Rules, 2059 with amendments: Ministry of Law Justice & Constituent Assembly*
3. *Nepal Government: Custom Act, 2064 & Custom Rules, 2064 with amendments: Ministry of Law Justice & Constituent Assembly*
4. *Nepal Government: Excise Act, 2058 & Excise Rules, 2059 with amendments: Ministry of Law Justice & Constituent Assembly*
5. *Nepal Government: Value Added Tax Act, 2052 & Value Added Tax Rules, 2053 with amendments: Ministry of Law Justice & Constituent Assembly*
6. *Nepal Government: Double Taxation Avoidance Agreement with Various Countries*
7. *Singhaniya, V.K.: Direct Taxes: Laws & Practices (Latest Edition), Taxman Publication Pvt. Ltd., New Delhi.*

Title: Advance Auditing
Credit Hours: 3

Code: ACC 546
Year /Semester: II/IV

48 Hours

Course Objectives:

- * To provide the student a deep understanding of various national and international auditing and assurance standards.
- * To provide the student with in-depth knowledge and skills of auditing and develop the capabilities of planning and performing various types of audits.

Unit 1 Overview of Standard on Auditing

10 Hours

Overview of Standard on Auditing including International Auditing Standards; Standard on Auditing setting Process; Nepal Standards on Auditing Issued by ICAN; Issue of Guidance Notes and their relevance; Auditing Standard Board of Nepal and its role; Role of Institute of Chartered Accountant of Nepal (ICAN); Fundamental Accounting Assumptions and other Accounting Concepts; Standard on Quality Control (SQC)

Unit 2 Audit Engagement & Audit Process

12 Hours

Terms of Audit Engagement; Understanding the Clients Business; Assessing the Risk & Internal Control; Development Audit Plan & Audit Programme; Designing & use of Audit Strategy & Audit Technique; Review of Internal Control; Conducting Audit; Audit Sampling; Test Check; Control of Quality of Audit Work; Delegation & Supervision of Audit work; Documentation of Working Papers & Files; Sources & Reliability of Audit Evidences; Method of obtaining Audit Evidences; Audit Materiality

Unit 3 Auditor's Report and Professional Ethics

6 Hours

Audit report; Contents of audit report; Signing on Audit Report; Types of audit Report; The Chartered Accountants Act; Audit Act; Professional Negligence; Civil & Criminal Liabilities; Professional Code of Conducts

Unit 4 Audit of Companies

8 Hours

Special Consideration in an Audit of Companies; Books of Accounts; Annual Accounts; Accounting Standards; Provisions relating to Appointment & Reappointment of Auditor; Disqualification of Auditor; Powers & Duties of Auditor; Remuneration of Auditor; Removal of Auditor; Audit of Balance Sheet Items; Audit of Revenue Items; Audit of Off- Balance Sheet Items; Auditor's Duty with regard to Payment of Dividends; Reporting & Certification under Companies Act, 2063

Unit 5 Audit of Public Sector Undertakings

5 Hours

Features and basic principles of Government audit; Concept of Proprietary Audit; Standard on Public Accounting in Nepal; International Auditing Standards issued by INTOSAI; Role of Auditor General in Government Audit

Unit 6 Special Audit

7 Hours

Concept of Objective of Audit under Fiscal Laws, Concept of Full Audit; Cost & Management Audit; Audit of NGOs; Audit of Schools, Audit of Co-operatives & reporting requirements; Audit of Local Bodies; EDP Audit; Management Audit; Performance Audit; Energy Audit; Environment Audit

Reference Books:

1. Gupta, Kamal: *Contemporary Auditing*, Tata Mc-Graw-Hill Publishing Company Ltd. , New Delhi
2. Tondon, B.N., Sudharsanam S. And Sudharababu S.: *A Handbook of Practical Auditing* , S. Chand & Company Ltd., New Delhi
3. Sharma,T.R.: *Auditing*, Sahitya Bhavan, Agra
4. *Auditing Act*, 2048
5. *Nepal Standard on Auditing*: The Institute of Chartered Accountant of Nepal, Kathmandu
6. *NGOs Audit Directives*: The Institute of Chartered Accountant of Nepal, Kathmandu
7. *Schools Audit Directives*: The Institute of Chartered Accountant of Nepal, Kathmandu
8. *Co-operatives Audit Directives*: The Institute of Chartered Accountant of Nepal, Kathmandu
9. *Nepal Company Act, 2063*, Ministry of Law & Parliamentary Affairs, Nepal
10. *Banking & Financial Institution Act, 2063*, Directives issued by Office of Auditor General of Nepal

Title: Accounting Theory and Practices**Code: ACC 547****Credit Hours: 3****Year /Semester: II/IV****48 Hours**

Course Objectives:

- * To understand various accounting concepts and principles and apply these concepts and principles in practice.
- * To familiarize the students with Accounting Standards issued by national and international bodies.
- * To familiarize students with corporate governance issues and practices.
- * To gain the knowledge and develop the capacity to comply with statutory reporting requirements.

Unit 1 Conceptual framework: foundation for Financial Statements**15 Hours**

Conceptual framework for accounting; Accounting Assumptions & principles in financial accounting; Generally, accepted accounting principles (GAAP); Framework for the preparation & presentation of financial statement; Purpose & States of Accounting standards; Accounting standard Board; Overview of Nepal Accounting Standards and International Financial Reporting (Mandatory, Recommendatory, Exposure Draft) Process of setting accounting standards, International financial Reporting Standard (IFRS); Accounting policies; Quantitative character of FS; True & Fair representation; Recognition of income; Expenses; Assets & Liabilities; Measurement of element of FS; concept of capital maintenance

Unit 2 Corporate Financial Reporting**10 Hours**

Concept of corporate financial Reporting; Objective of Corporate Financial Reporting; Corporate Governance; Reporting & Disclosure requirement as per SEBON, NRB, Insurance board Directive, Companies act 2063, Tax law; and Accounting Standard, Corporate reporting practices in Nepal, Directors & Auditors report

Unit 3 Price Level Changes**8 Hours**

Introduction of Inflation Accounting; Need of inflation accounting; limitation of historical cost based accounting; General, Specific & Relative Price Level Changes; Current cost accounting Method; general purchasing power method; Effect of price level changes in Financial Statements .

Unit 4 Development Issues in Reporting**5 Hours**

Value Added: Concept of value added; Economic value added; Monetary Value Added; shareholder value added; value added statement

Human Resource accounting & Reporting: Human Resource Accounting & Reporting in Nepal; Corporate Social Performance & Responsibility Accounting; Environment Accounting & Internet Financial Reporting

Unit 5 Reporting & Analyzing of Financial Statements**10 Hours**

Preparation & presentation of companies including public sector undertaking, Banks, Financial Institution, Insurance companies, Co-operatives in accordance with applicable national standards; Disclosure of Accounting Policies

Reference Books:

1. Accounting Standard Board: *Nepal Accounting Standard*, Kathmandu Nepal
2. *International Financial Reporting Standards (IFRS)*.
3. Baker, R.E., Lemcke, V. C. & King, T. E.: *Advance Financial Accounting*, McGraw Hill Book Co.
4. Bloom and Elgers: *Foundation of Accounting Theory and Policy*, H.B. Collage Publishers, USA

GROUP- HUMAN RESOURCE MANAGEMENT

Title: Training and Human Resource Development	Code: HRM 545	
Credit Hours: 3	Year /Semester: II/IV	48 Hours

Course Objectives:

The course aims at exposing the graduates to the concepts and practices of training and development for professional growth and to generate hands on skills related to latest approaches to developing human resources in modern organizations.

Unit 1 Introduction**8 Hours**

Concepts and Rationale of Training and Development; Overview of Training and Development Systems (System Approach); Organizing Training Department; Linking Training and Development to Company's Strategy; Training Cycle, Requisites of Effective Training

Unit 2 Management of Training**12 Hours**

Training Need Assessment: Meaning and Purpose of Training NA, Output of TNA, Methods Used in TNA, Designing Training Program – Objective, Curriculum, Trainers, Kinds of Training and Training Materials, Physical Setting; Conducting Training and Development Programs, Orientation and Socialization, Monitoring Training; Diversity Training, Choice of Training and Development Methods, Preparation of Trainers; Training Process Outsourcing: Searching and Evaluating Right Trainers and Training Institutes

Unit 3 Training and Development Methodologies**12 Hours**

Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training;

Some Methods of Training and Development: Case Study, In-basket exercise, Special Projects, Multiple Management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training

Unit 4 Evaluation of Training and Development**8 Hours**

Reasons for Evaluating Training and Development Programs, Problems in Evaluation; Evaluation Planning and Data Collection, Different Evaluation Frameworks, Problems of Measurement and Evaluation; Costing of Training, Measuring Costs and Benefits of Training Program, Obtaining Feedback of Trainees; Methods of Evaluating Effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training Issues Resulting from The External Environment and Internal Needs of The Company

Unit 5 Emerging Trends in Training and Development**8 Hours**

Team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; Concerns in Implementation of EETS – Availability, Incorporation, Extension, and Learning Renewals for EETS; Use of EETS and Its up Scalability; Follow up Activities; Training and Development Initiatives of Some Selected Companies From Private and Public Sectors and MNCs

References Books:

1. Harrison, Rosemary (2000). *Employee Development*. Hyderabad, India; University Press.
2. Rishipal. (2011): *Training and Development Methods*, S Chand and Company, New Delhi
3. Blanchard, P. N. & Thacker, W. J. (2008). *Effective Training: Systems, Strategies and Practices*, Pearson
4. Raymond Noe, A. (2008). *Employees Training and Development*, McGraw Hill Publication.

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Title: Compensation and Performance Management	Code: HRM 546	
Credit Hours: 3	Year /Semester: II/IV	48 Hours

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Course Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation policies and strategies. The course is also to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Unit 1 Introduction to Compensation **8 Hours**

Definition of Compensation, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Nepalese Practices

Unit 2 Compensation for Employees **10 Hours**

Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, Discrimination in Labor Market, Quality in Labor Market, Industry's Compensation Policy (micro-level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package

Unit 3 Job Evaluation, Job Description and Job Specification **8 Hours**

Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team Compensation, Competency Based Compensation

Unit 4 Introduction to Performance Management **8 Hours**

Concept of Performance Management, Significance and Characteristics of Effective Performance Management; Performance Management Process, Performance Management versus Performance Appraisal; Performance Management Its Link with Strategic Planning, Requirements for Introducing Performance Management

Unit 5 Implementation, Appraisal and Monitoring **14 Hours**

Performance Planning, Defining Performance and Selecting a Measurement Approach,

Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Coaching, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e- Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking

Reference Books:

1. Henderson, R.I. (2009). *Compensation Management in a Knowledge-based world* 10/e. Pearson Education
2. Deb, T. (2009). *Compensation Management: Text and Cases* Excel Books
3. Agunis, H. (2008), *Performance Management*, Second Edition. Pearson Education, New Delhi
4. Kohli, A.S. & Deb, T. (2009). *Performance Management*. Oxford University Press, New Delhi

Title: Industrial Relations & Labor Laws
Credit Hours: 3**Code: HRM 547**
Year /Semester: II/IV**48 Hours**

Course Objectives:

As an important aspect of Human Resource Management, this course fundamentally covers areas concerning labour management and trade unions. It familiarizes students with the existing practices of labour management and the legal framework of dealing with labour related issues in Nepalese context.

Unit 1 Industrial Relations**8 Hours**

Origin, Definition, Scope, Determinant, Socio-Economic, Technical, and Political factors affecting IR in changing Environment, Approaches to the study of IR –Psychological, Human Relation

Unit 2 Trade Union and Industrial Dispute**10 Hours**

Function of Trade Union, Types & Structure of Trade Union, Impact of Globalization on Trade Union Movement, Meaning & Causes of Dispute, Negotiation, Mediator, Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its Impact on Industrial Relation

Unit 3 Collective Bargaining and Workers Participation**8 Hours**

Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining. Concept, Pre-Requisites, Levels of Participation, Benefits of Participation

Unit 4 Labor Policies and Legislations**14 Hours**

The Important Provisions of the Labor Act, the Trade Union Act- the Child Labor Act and the Bonus Act, Structure of Labor Administration in Nepal, Minimum Wages Structure

Unit 5 International Labor Organization (ILO)**8 Hours**

Definition, Objectives, Contribution and Structure of ILO, Role of ILO in Nepal, ILO Convention: Its adaptation and challenges in Nepal

Reference Books:

1. Sinha P.R. and Shekhar Priyadarshini Shekhar Seema ,”*Industrial Relations, unions and Labour Legislation*” 4th edition, Pearson education 2009
2. Tripathi, P.C. “*Personnel Management and Industrial Relation*” Sultan Chand and sons, New Delhi
3. Different Acts of Nepal

GROUP- MARKETING

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Title: Sales, Distribution and Retail Management	Code: MKT 545	
Credit Hours: 3	Year /Semester: II/IV	48 Hours

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Course Objectives:

The course aims to impart the knowledge and skills needed to manage the sales force and distribution and retail functions in a business organization so as to help gain a competitive advantage.

Unit 1 Introduction to Retail **8 Hours**

Introduction to Retailing, Nature of Retailing, Scope of Retailing, Classification of Retail Business, Forces Affecting Retailers, Retailing Changes, Future of Retailing, Retailing Operation Planning Process and Steps in Operations Planning, Retail Franchising, Retailing of Primary Services, Non Store Retailing and Retailing in the Future

Unit 2 Consumer, Merchandise Management Pricing and Promotion **10 Hours**

Store location, Store design and layout, Organization and Staffing the Retail Firm, Stock Turnover and Merchandise Planning, Relationships with Suppliers, Pricing Concepts and Strategies, Price Adjustment, Promotion of Retailing, Personal Selling, Advertising and Types of Retail Advertising, Credit and Other Supplementary Services

Unit 3 Introduction to Sales Management **6 Hours**

Scope and Importance of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design

Unit 4 Sales Force Management **6 Hours**

Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas; Evaluating Sales Performance; Information Technology in Sales Management

Unit 5 Distribution Planning and Control **10 Hours**

Functions of Intermediaries; Types and Role of Channel Intermediaries and Distribution Channel for Consumer and Industrial Products; Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Distribution, Distribution Management in Nepalese Context

Unit 6 Distribution System and Logistics **8 Hours**

Physical Distribution System –Objectives and Decision Areas; Customer Service Goals for Physical Distribution; An overview of Transportation, Warehousing, Material Handling and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy;

Reference Books:

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). *Sales Management*. 5th Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2004) *Marketing Channels: A Management View*, 7th Edition , Cengage Learning, New Delhi
3. Don L.James, Bruce J. Walker, Michael J. Etzel, Harcourt Brace Jovanovich, 1981 *Retailing Today*, 2nd edition,
4. Lawrence G. Golden, Donald A. Zimmerman, Rand MacNally, 1980, *Effective retailing*

Title: Consumer Behavior**Code: MKT 546****Credit Hours: 3****Year /Semester: II/IV****48 Hours**

Course Objectives:

The objective of this course is to familiarize the students with the psychological and behavioral aspects of consumers in relation to search, selection and use of a product. The course aims to impart them the theoretical foundation of consumer behavior and develop skills in them to correctly study behavioral nature of consumers and factors affecting them and make effective marketing decisions accordingly.

Unit 1 Introduction**8 Hours**

Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction and Retention – Consumer Research: Meaning and Process; Model of Consumer Behavior: Traditional, Behavioural Economic and Contemporary models, Concept of Market Segmentation, Targeting and Positioning, Ethical Issues of Consumer Behavior

Unit 2 Consumer Perception, Personality and Motivation**08 Hours**

Consumer Behaviour – Consumer Perception: Meaning and Elements, Perceptual Selection, Consumer Imagery; Theory of Personality, Lifestyle and Psychographics, Self-Concept and Consumer Behaviour, Concept of Motivation, Motivation Process, Types of Consumer Needs,

Unit 3 Consumer Learning and Attitudes**8 Hours**

Consumer Learning: Definition and Principles, Theories on Learning, Behavior Modification Perspective of Learning, Consumer Attitude: Meaning and Formation of Attitude Change, Theories of Attitudes: Congruity, Balance, Cognitive Dissonance Theories, Attitude Change Process

Unit 4 Environmental Influences on Consumer Behaviour**8 Hours**

Culture: Meaning, Characteristics of Culture, Impact of Culture on Consumer Behaviour, Measuring Culture, Concept of Subculture and Subcultural Interaction, Impact of Group Properties on Consumer Behaviour (status, norms, role and power), Social Class and Its Influences, Reference Group: Meaning and Types, Power of Reference Group, and Family Influences: Family and Household, Family Life Cycle, Socialization of Family Members

Unit 5 Consumer Decision Making**10 Hours**

Meaning of Consumer Decision Making and Its Process: Problem Recognition: Meaning and Stations Leading to Problem Recognition; Information Search Process – Evaluation of Information, Evaluation Criteria, Influences on Evaluation Process, Purchasing Process: Store Choice and Factors Determining the Store Choice, Effect of Store Image, In-Store Purchase Behaviour, Non Store Purchasing; Post Purchase Behaviour: Post Purchase Evaluation (Consumer Satisfaction, Consumer Complaint, Consumer Dissonance), Disposition Alternatives and Determinates

Unit 6 Organizational Buying**6 Hours**

Meaning and Process of Organizational Buying, Influences on the Buying Process,

Reference Books:

1. Satish K Batra, Kazmi SHH, *Consumer Behaviour – Text and cases*, Excel Books,
2. Leon G. Shiffman, Leslie Lazer Kanuk, *Consumer Behaviour*, 9th ed., PHI,
3. Loudon and Bitta, *Consumer Behaviour – Concepts and Applications*, McGraw Hill Inc,
4. Margaret Craig – Lee, Sally Joy, Beverly Browne, *Consumer Behaviour*, John Wiley and Sons,
5. James F. Engel, Roger D. Blackwell, Paul W. Miniard, *Consumer Behaviour*, Harcourt Brace College Publishers.
6. John C. Mower, *Consumer Behaviour*, Macmillan Publishing

Title: Service Marketing**Code: MKT 547****Credit Hours: 3****Year /Semester: II/IV****48 Hours**

Course Objectives:

The course of Service Marketing basically develops the marketing skills in students for designing and delivering service products in competitive and dynamic environment. This course provides a framework for analyzing, evaluating and deciphering key issues to consider in service marketing while making key marketing decisions.

Unit 1 Introduction**6 Hours**

Meaning, Importance and characteristics of Service Marketing, Four categories of services and Service Marketing, Gap Model of Service Quality(Costumer gap and provider gap) and closing the gaps

Unit 2 Customer and Customer Requirements**8 Hours**

Consumer Behaviour in Services (Consumer Search, Choices, Experiences, Evaluation and Culture), Three Stage Model of Service Consumption, Consumer Expectation of Services, Factors That Influence Costumer Expectations of Services, Issues Involving Costumers' Service Expectations, Customer Perception And Satisfaction of Services, Introduction to Service, Marketing Research, Using Marketing Research Information, Building Customer Relationships (Relationship Marketing, Relationship Values of Customers, Consumer Profitability Segments, Relationship Challenges), Service Failure, It's Recovery and Impacts

Unit 3 Service Design and Standards**8 Hours**

Service Innovation and Design, Types and New Service Development Process, Factors Necessary for Appropriate Service Standards and Development of Customer Defined Service Standards, Physical Evidence, Types of Service Scopes and Guidelines for Physical Evidence Strategy

Unit 4 Delivering and Performing Services**8 Hours**

Employee's Roles in Service Delivery and Customer-Oriented Service Delivery, Customer's Roles in Service Delivery, Self- Service Technologies, Delivering Service Through Intermediaries and Delivery Channels (Service Distribution, Direct or Company owned Channels, Franchising, Agents and Brokers, Electronic Channels), Managing Demand and Capacity, Capacity Constraints, Demand Patterns, Strategies for Matching Capacity and Demand

Unit 5 Managing Service Premises**8 Hours**

Integrated Service Marketing Communication, Need for Coordination in Marketing Communication, Key Service Communication Challenges, Pricing of Services, Approaches to Pricing Services and Ways to Differentiate Service Prices for different Consumers, Financial and Economic Impact of Services

Reference Books:

1. Zeithaml, Bitner, Gremler, Pandit, Service Marketing, 5th Edition, Tata Mc Graw Hill, New Delhi, 2011
2. Love Lock, Wirtz, Chattarjee, Service Marketing, 7th Edition, Pearson Education, New Delhi, 2011