

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Foundations of Management
Course Code Number		MGT 511
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main Objectives		The main objective of the course is to support MBA graduates in relation to identifying content and context of management and familiarize them with the core management functions and contemporary trends in managing business organizations globally.
Enabling Objectives		After completing the course the graduates will be able to: <ul style="list-style-type: none"> • Identify the core management functions • Pursue the pertinent skills and competencies in order to efficiently performing managerial jobs • Equip themselves with the aptitude of sound management practices • Adapting them to the emerging trends of corporate management in twenty first century
Learning Unit (LU)	Learning Hours (LH)	Topics
LU 1	4	Conceptual Foundation on Management Meaning and nature of management, Levels of management, Roles and skills of managers, basic principles of management, Approaches to management, Functional areas in management, Organizational goals,
LU 2	10	Management Thoughts Precursors to Management Theory; Traditional Management Perspectives: Scientific Theory of Management, Administrative Theory, Theory of Bureaucracy; Behavioural Management Perspectives: Human relations and behavioural science theories; Quantitative Management Perspectives: Management Science and Operations Research; Integrating Perspectives for Managers: System and Contingency Perspectives
LU 3	9	Environmental Context of Management Basic Concept, General Environment; Task Environment; Internal Environment; Organizational Culture; Environment Organization Relationship, Organization's Adaptation to Environment; Global Environment; Managerial Ethics: Meaning of Ethics, Managing Ethical Behaviour in Organization; Meaning and Areas of Social Responsibilities; Arguments for and against Social Responsibilities; Approaches to Social Responsibilities

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LU 4	15	<p>Basic Management Functions</p> <p>Planning and Decision Making: Meaning, Importance, Process, Types of Planning; Meaning, Steps and Conditions of Decision Making, Types and Common Tools of Decision Making; Introduction to Organizational Goal, Barriers to Goal Setting and Overcoming the Barriers</p> <p>Staffing: Introduction to staffing, Human Resource Planning, Recruitment, Selection, Training and Development, Performance Appraisal, Maintaining Human Resources and Emerging Challenges</p> <p>Organizing: Meaning, Elements, some principles, process of organizing, types of organization structure; concepts in organizing: authority and responsibility, centralization, delegation of authority, departmentalization,</p> <p>Leadership: Meaning and functions of Leadership, Leadership and Management, Power and Leadership; Approaches to Leadership – Basic Orientation, Leadership Traits for Good Management, Important Leadership Model: Autocratic and Participative Models,</p> <p>Communication: Meaning, Purpose and types and process of communication, Barriers to effective communication, Meaning and Need of Coordination</p> <p>Motivating Employees: Meaning, Historical Perspective, Techniques of Motivation</p> <p>Controlling: Meaning, Nature and Purpose of Control; Types and Steps in Control; Financial and Structural Control</p>
LU 5	10	<p>Emerging Management Concepts</p> <p>Time management, Conflict Management, Change management, Total Quality Management, Performance Management, Knowledge Management, Stress Management, Globalization</p>
References		<ol style="list-style-type: none"> 1. Griffin, R. (2013). Management (latest edition). New Delhi: Biz mantra 2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 10thEd, Prentice-Hall of India 3. Robbins, (2009), Fundamentals of Management: Essential Concepts and Applications, 6th Edition, Pearson Education.

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: **50** percent will be assessed through the internal evaluation and **50** percent will be assessed through end semester examination

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Course Title		Critical Thinking
Course Code Number		MGT 512
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main Objectives		The major objective of this course is to develop in MBA Graduates analytical skills to explore and correctly identify the real world business problem and pursue suitable solutions in both qualitative and quantitative approaches.
Enabling Objectives		As learning outcomes of this course, the MBA graduates will be able to: <ul style="list-style-type: none"> • Identify and apply correct framework of analytical thinking as the means of gaining knowledge • Study problems critically and creatively for superior decision making and best possible solutions • Generate self-awareness on relevancy and prominence of an issue pertaining to a matter under consideration and • Develop reasoning ability for reaching at the suitable solutions to the problems in different contexts
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	10	Introduction to Critical Thinking Introduction, Definition, Objectives of Critical Thinking, Components of Critical Thinking, Thinking skills, Core critical thinking skills, Characteristics of critical and uncritical thinkers, Misconception about critical thinking, Enquiry skills used in critical thinking, Fallacious reasoning
LU 2	8	Creativity Concept and Approaches Introduction, Features of creativity, components of creativity, Types of creativity, Creativity in action, Abilities of the creativity, Six-trait Snowflake model of creativity, Creative process, Barriers to creativity, abilities of a creative person, Stages in Creative Problem-solving process, Creative thinking
LU 3	8	Decision Theory Introduction, Types of decisions, Decision making environments, Decision making styles, Decision Theories, Individual versus Group decision making
LU 4	6	Interactive Decision Approach (Game Theory) Introduction, Two persons zero sum game, Pure strategies and mixed strategies
LU 5	6	Problem Solving Critical thinking of problem identification and formulation, Cognitive process involved in problem recognition, Factors affecting problem formulation, Problem solving process, Methods of problem solving
LU 6	5	Simulation Introduction, Definition, Steps of simulation process, Monte Carlo Simulation
LU 7	5	Fuzzy Logic Introduction and characteristics of Fuzzy logic, Application of Fuzzy logic, Judgmental biases and Corrective procedures

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References	<ol style="list-style-type: none">1. Shrestha, Sunity et.al ,Critical Thinking and Decision Making , Kathmandu: Buddha Publication2. Lohani, Shreedhar et.al critical and creative thinking, Educational Enterprises Pvt. Ltd; 2000.3. S.P. Robbins and D.A. De Cenzo (2001) Fundamental of Management , New Delhi: Pearson Education4. Sharma J.K. (2004) Quantitative Techniques for Management Decision , New Delhi: Mac Millian India ltd
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Course Title		Business Communication
Course Code Number		MGT 513
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main objective		This course is designed to give students a comprehensive view of communication across the globe, its scope and importance in business, and the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program. The various types of business communication media are covered. This course also develops an awareness of the importance of succinct written expression to modern business communication.
Enabling objectives		<p>After the completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> • Demonstrate competency in the fundamentals of business writing, reporting, and research. • Demonstrate competency in oral and interpersonal communication including one-on-one, small-group communication, and public presentation. • Demonstrate understanding of the rudiments of intercultural communication. • Demonstrate understanding of legal and ethical issues confronting business communicators. • Use business communication technology
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	10	Foundation of business Communication: Communication in organizational setting, Communicating more effectively on the job, Using technology to improve business communication, Improving non-verbal communication skills
LU 2	10	Crafting Brief Messages Crafting messages for electronic media, Creating message for Email, Creating message for Blogs, Creating message for Podcasts
LU 3	9	Designing and Delivering Oral and Online Presentation Planning your presentation, Writing your presentation, Completing your presentation, Planning visual presentation, Creating effective slides.

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LU 4	10	Planning, Writing and Completing Reports and Proposals Applying three steps writing process, Planning Reports and Proposals, Writing Reports and Proposals, Completing Reports and Proposals, Putting the final touch on Reports and Proposals.
LU 5	9	Communicating in the world of diversity Understanding the opportunities and challenges of communication in diverse world, Enhancing creativity to culture and diversity, Improving intercultural communication skills.
References		1. Bovee Thill Schatzman(20--). <i>Business Communication Today</i> .Pearson 2. Lesikar, R.V. and M.E. Flatley (2008). <i>Basic Business Communication</i> ,11th edition.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Finanacial and Management Accounting
Course Code Number		MGT 514
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main objective		<p>The focus of the course is to develop and enrich skills in applying accounting concepts and principles in real business and corporate environment.</p> <p>The course develops knowledge and understanding of management accounting and financial accounting techniques to support management in planning, controlling and monitoring performance in different context.</p>
Enabling objectives		<p>After the completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> • Prepare and interpret the financial statements in accordance with generally accepted accounting principles • Prepare budgets for planning and control • Record financial information and analyze them for managerial need; • Use management accounting principles • Explain the concept of costs and classify them for management application; • Apply management accounting tools for managerial planning, control and decision making and • Conduct research in accounting independently
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	<p>Basic fundamentals of Financial Accounting: Accounting concepts, Users of Accounting Information, Branches of Accounting: financial accounting, management accounting, Career in accounting: Financial accountant, cost accountant, management accountant, internal auditor, account system designer, tax accountant, statutory auditors, tax consultants etc.</p>
LU 2	3	<p>Generally Accepted Accounting Principles and International financial accounting, Nepal Accounting Standards (NAS), Nepal Financial Reporting Standards (NFRS) Generally Accepted Accounting Principles (GAAPS) International Financial Accounting Standards (IFRS)</p>
LU 3	8	<p>Understanding and Preparation of financial Statement: Journalizing, posting into ledgers, preparing trial balance, Preparing Incomestatement, and Balance Sheet</p>
LU 4	7	<p>Statement of Cash Flow Analysis Concept and importance of cash flow analysis, Sources of cash flows; Operating, investing and Financing Activities, Method of cash flow: Indirect method, Preparing cash flow statement and its interpretation. NAS 01 and NAS 03</p>

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LU 5	6	Financial Statement Analysis Overview of financial analysis, techniques: Vertical Vs. Horizontal Analysis; Common Size Statements, Financial Ratio Analysis: for assessing solvency, liquidity, profitability and market performance, Du-pont analysis, Short comings of ratio analysis.
LU 6	5	Overview of Managerial accounting: Difference between management and financial accounting, Role of management accounting information in planning, controlling, directing, motivating, and performance measurement, Accounting position in organization structure, Controller-ship and treasurer-ship function of CFO, Role of management accounting changing environments, Career in management accounting (CMA, CIMA, ICWA), Ethical code of conduct.
LU 7	5	Cost Behaviour and Cost Volume Profit Analysis; Cost elements, cost classification, Cost behavior: Methods of segregating semi-variables costs. Development of cost function and estimation of cost.
LU 8	4	Cost Behaviour and Cost Volume Profit Analysis; CVP Analysis and CVP analysis with or without resources constraints.
LU 9	5	Profit Planning: A Tool of Strategic Planning and control Concept of budget and its objectives, Requisites for successful budgeting, participative budgeting, Budget committee, Zero based budgeting. Preparation of Master budgets, Exercises in budgeting. Responsibility accounting
References		<ol style="list-style-type: none"> 1. Garrison, R. & Noreen, E. (20--). <i>Managerial Accounting</i> (12th ed.). Tata McGraw – Hill Irwin 2. Financial Accounting for Decision Makers, International Student Edition (Gary A. Porter and Curtis L. Norton) 3. Nepal Accounting Standards, 2012, Accounting Standards Board Nepal.

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Course Title		Research Methodology
Course Code Number		MGT 515
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main Objective		This course aims to equip the 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.
Enabling Objectives		After completion of all the learning units of the course, participants will be able to: <ul style="list-style-type: none"> • Understand the basic research methodology • Identify the different source of data and way of collecting data. • Apply the various of levels of measurement • Prepare a qualitative research report.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	10	Introduction to Business Research Research methodology and research methods, scope of research, types of 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 Philosophy of research: Deduction and induction, quantitative and qualitative, correlation and causality Ethics in research, Research request and proposal developing
LU 2	4	Research Design Conceptual framework, Research design and its types, Qualitative research, grounded theory and participative research
LU 3	8	Sampling Importance of sampling, sampling terminologies: Sampling unit, sampling frame, sampling and non-sampling errors, parameters and statistics Probability Sampling: Random sampling, systematic sampling, stratified sampling, cluster sampling Non-probability sampling: Purposive sampling, quota sampling, convenience sampling, accidental sampling, snowball sampling
LU 4	6	Measurement and Scaling

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		Levels of measurement: Nominal, ordinal, interval, ratio Attitudinal Scales – Likert, Thurstone, Guttman Scales Validity and reliability of measurement
LU 5	8	Data and Management Primary and secondary data, Collection of primary data: Questionnaire construction and administration, question content, wording and sequencing, pre-testing pilot studies Data management: Editing and coding of data, data entry using computer software Research interview: Structured and unstructured, in-depth interviews, focus group discussions
LU 6	6	Data Presentation and Analysis Editing, coding and data entry, Exploring, displaying and examining data, hypothesis testing, measures of association, univariate, bivariate and multivariate analysis Overview of statistical methods: descriptive and inferential statistics Use of computer applications for data presentation and analysis.
LU 7	6	Report Writing Need of a research report, Subject matter and organization of the report Formatting: Components of a report: Preliminaries, body, and reference materials, general format (footnotes, quotations, indentations etc.) Presentation of a research report
References		<ol style="list-style-type: none"> 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. Pant, P. R. Social Science Research and Thesis Writing, Buddha Publication, Kathmandu, Nepal

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Course Title		Quantitative Approach to Management
Course Code Number		MGT 516
Credit Hours		03
Year: I		Semester: I
Course Objectives:		
Main objective		The course is designed to give the students the basic quantitative skills to solve managerial problems. It also helps the students to promote the practice of the scientific method of study to interpret, communicate and exchange results. Various statistical tools and optimization techniques under this course helps the students enhance their level of decision making power based on critical reasoning.
Enabling objectives		After the completion of this subject, students will be able to: <ul style="list-style-type: none"> • Select appropriate technique among a number of quantitative techniques to a given problem, • Apply statistical Package (SPSS) and Spreadsheet to in the selected tools of analysis, • Understand why the observations (data) are important in taking decisions.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	General Probability Theory Basic terms: Random experiment, favourable event, dependent event, independent events or cases, Mutually exclusive cases, Exhaustive cases, Equally likely cases. Permutation and combination approach to probability problems. Subjective and objective probability, Additive and Multiplicative law of probability on mutually exclusive and independent events). Mathematical expectation and variance of a random variable.(Use of Ms-excel to solve permutation and combination cases.) Conditional probability, prior and posterior probability in Bayes' Theorem.
LU 2	5	Theoretical Probability Distribution Binomial, Poisson and Normal distribution to solve the probability problems. Properties of Binomial and Poisson distribution. Poisson approximation to Binomial. Binomial vs. Normal distribution. Standard Normal Distribution. Areas Under Normal probability curve (Ms-excel functions on theoretical distributions). Fitting of binomial and Poisson to a given frequency distribution.
LU 3	4	Sampling Census vs. Sampling. Random vs non-random sampling. Selection of appropriate sampling techniques: simple random, stratified, systematic, Cluster, Multistage, Judgement, Exercises on random table and computer generated random numbers to select the samples
LU 4	7	Estimation Introduction to sampling distributions, sampling distribution of mean

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		and proportion Estimation: Characteristics of good estimator, Point and Interval estimates, Confidence interval estimate of the population mean and proportion, Determining the sample size of a population mean and sample proportion. Difference among sample standard deviation, population standard deviation, standard error. Exercises on Ms-excel functions to find mean and standard deviation of series.
LU 5	8	Hypothesis testing Null and alternative hypothesis, Steps in hypothesis testing, Level of significance, critical value, one and two-tailed test, Type I and Type II error, Large sample-size test: single mean test, test of difference between two means, simple proportion test, test of difference between two proportions. Small sample-size test: t-test for both dependent and independent sample cases. F-ratio between two population variances, One way ANOVA. Application of SPSS and MS-excel in t-test and ANOVA. Interpretation of SPSS and MS-excel outputs
LU 6	6	Non-parametric test Nominal, Ordinal, Interval and Ratio scale of measurement. Parametric vs. No-parametric test. Chi-square test of independence (SPSS procedure). Chi-square test to fit to binomial distribution. SPSS use in hypothesis testing for Run and Sign test.
LU 7	7	Correlation and Regression Analysis Simple correlation Analysis (Karl Pearson). SPSS to find correlation coefficients. Correlation vs. Regression Analysis. Multiple correlation, Coefficient of Determination, Standard error of estimate. Interpretation of SPSS regression output. (students are required to learn on how to apply SPSS and MS-excel commands in solving regression problems specially for more than 3-variable case)
LU 8	6	Linear Programming Concept of Linear Programming, Steps in the formulation of Linear Programming Problem, Graphical method to solve linear programming problem. Ms-excel solver to solve linear programming problems
References		<ol style="list-style-type: none"> 1. Levin, David S. Rubin. Statistics for Management, Pearson Education, 7th Edition, 2011 2. Siegel, S., Nonparametric Statistics: For the Behavioral Sciences. New York: McGraw-Hill, 1956. 3. Richard I. Levin, Rubin, Stinson and Gardner. Quantitative Approaches to Management

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Course Title		Marketing Management
Course Code Number		MGT 521
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		This course includes strategic analysis of firm's activities from marketer's point of view. This course explains the how paradigm of marketing mix is shifting from 4 C's to 4 V's which will help student to understand the dynamics of Marketing Strategy and Management. Topics include consumer buying behavior, segmenting targeting and positioning gives better depth in formulation of marketing strategy.
Enabling Objectives		After the completion of the course students will be able to; <ul style="list-style-type: none"> • Assess/analyze existing marketing situation of a company • Formulate/Develop appropriate marketing strategies to improve performance of company • Monitor and evaluate marketing activities and • Make appropriate recommendation for betterment of company in competitive market
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	8	Marketing in Changing Context An overview of marketing management: Conceptual clarity of marketing with its concept, origin and historical development, Paradigm shift of Marketing Mix (4 Ps to 4 Cs to 4 Vs), Marketing Management: Demand and customer relationship Management, Dynamics of Marketing concepts/philosophies (Production concept to Societal Marketing Concept), Changing Marketing environment: Macro and Micro environmental factors, Prospects and challenges of marketing manager to respond marketing environment, Emerging trends/issues/challenges of marketing in 21 st century, Unit Case Study
LU 2	5	Consumer Market and Consumer buying Behavior Understanding of Consumer market and buying behavior: Types of consumers, Model and pattern of consumer behavior, Types of buying decision behavior, Factors affecting Consumer buying behavior, Buyer's decision process of new products, New product adoption process, Business Market: Difference between consumer and business markets, Business market and buying behavior, Business market buying process, Role and influences of Buying center, Unit Case Study
LU 3	5	Market Segmentation, Targeting and Positioning (STP) for competitive market Understanding of Market STP: Levels and Pattern of Market Segmentation, Bases of market segmentation, Steps of STP, Product Differentiation, Product Positioning, Positioning strategies, Unique

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		Selling Proposition(USP), Measurement of Demand, current and future demand estimation and Sales Forecasting, Statistical tools for demand and sales forecasting, Unit Case Study
LU 4	6	Market Analysis Analysis of Market Components: Market analysis: Market size, growth profitability and cost structure analysis, identification of key success factors, Competitors Analysis: Identification of competitors, Evaluation of customer with criteria and parameters, Developing strategy to be more competent, Customer Analysis: Identification and analysis of present customers, Analysis of cost of satisfied and dissatisfied customers, Customer retention and relationship policies and strategies, Unit Case Study
LU 5	5	Product Strategies Identification and analysis of Product strategies: Product concept and typology , Decision Involved in Products, Individual product decision, Product mix decision, Product Life Cycle Management, New Product development process, Consumer adoption and diffusion of innovation process, Brand Building and Brand equity, Packaging and Labeling of Products, Unit Case Study
LU 6	6	Product Pricing Strategies An overview of pricing concept: General approaches of pricing, New Product pricing Approaches, Penetration Pricing, skimming pricing, Factors influencing Pricing decision (internal and external), Price adjustment strategies, Price change and its implication, International pricing approaches, Unit Case Study
LU 7	6	Integrated Marketing Communication Changing trend in marketing communication: Integrated communication mix and objectives, Analysis of communication process, Steps and strategies to develop effective communication Promotional mix and budget (Methods of promotional budget allocation), Strategies to make socially responsible communication, Development of Outline of Marketing Information System, Internal Record System, Marketing Intelligence System, MDSS, e-commerce, Unit Case Study
LU 8	7	Distribution Management Analysis of distribution management: Nature of distribution channel, Designing the Marketing Channel, Selecting Channel Members, Channel, role power and conflict, Public policy and distribution decision, Introduction to wholesaling and retailing, direct marketing, Analysis of impact of technology on distribution system, Strategy in Marketing Channels, Formation of strategy to adopt better distribution channel, Unit Case Study
References		1. Philip Kotler, Marketing Management. 13 th Edition

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Course Title		Management Information System
Course Code Number		MGT 522
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		This course is an introduction to management information systems and their role in supporting and transforming modern organization and management activities. Topics include: database management system, e-commerce, enterprise e-business elaborates the activities of digital business.
Enabling Objectives		After completion of all the learning units of the course, participants will be able to; <ul style="list-style-type: none"> Analyze the business issues, processes, and techniques associated with organizational information systems; Assess and explain global issues surrounding the adoption of information technology; Explain basic concepts about information systems development, implementation and review; and Explain how companies can leverage information technology for competitive advantage and for national and community development
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	7	Foundation of Information System in Business Information System, Data, Information and knowledge, Information system vs Information Technology, Components of IS and resources of Information System, System concept: Computer Based Information system. Trends in information System, Roles of Information System, Types of Information system, Managerial Challenges of IT, Unit Case Study,
LU 2	7	Competing with Information Technology Strategic IT, Competitive strategic concepts, Strategic uses of IT, Value chain and IS, Business process Re-engineering Improving business quality, Becoming a agile and virtual company, Building a knowledge creating company, Unit Case Study
LU 3	7	Database Resource Management Introduction to Database, Application of Database and Database Management System, Database Resource Management Online, read time, and batch processing, concept of database, Types of database (Operational, Analytical, distributed, hypermedia), Data Dictionary and Data manipulating language, data planning, Data warehouse and data mining, Knowledge Discovery, and Knowledge Management, Unit Case Study

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LU 4	7	E-Commerce Introduction to e-commerce, Types of e-commerce based on transaction, Relation of c-commerce, e-commerce, I-commerce, and m-commerce, Benefits to consumer, organization and Society, Infrastructure and e-payments, managing the e-commerce web sites, Unit Case Study
LU 5	7	Enterprise e-business Systems e-Business and importance, Types of e-Business Models, Enterprise Systems, Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation, Supply Chain Management (SCM): Features, Modules in SCM, Customer Relationship Management (CRM) Phases, Knowledge Management and e-governance, Nature of IT decision, Strategic decision, Configuration design and evaluation Information technology implementation plan, Unit case study
LU 6	7	Artificial Intelligence Technologies in Business An overview of Artificial Intelligence, Virtual Reality (VR) and VR application, Intelligent Agents, Expert system Components of expert system, Application of expert system, Developing expert system, Unit Case Study
LU 7	6	Security and Ethical Challenges Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges – working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism, Unit case study
References		1. Jamnes A O'Brien : Management Information System, Tata Mc-Graw Hill, latest edition 2. Sadagopan S.S.: Management Information System, PHI, 1997 3. Jawadekar W.S.: Management Information System, Tata Mc-Graw Hill, 1998 4. Turban, Rainer, Potter: Introduction to Information System Technology, Wiley, 2000

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Managerial Economics
Course Code Number		MGT 523
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		This course aims to develop students' analytical skill in the principles of economics for understanding the decision-making process of the firms and industries. This course includes the discussions on how consumers make their choices and decisions and how producers under different markets determine the prices and outputs of their products
Enabling Objectives		After the completion of the course students will be able to; <ul style="list-style-type: none"> • Understand different theories of economy and their impact in decision making. • Apprise the relation of demand and supply. • Analyze the different market structure and its relation with firm and industry; price and output.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	6	Introduction to Managerial Economics Economic systems; problems of scarcity and choices; nature and scope of managerial economics; business decisions and economic analysis; economic theory and managerial economics; managerial economist's role and responsibility; risk and uncertainty; basic tools and techniques used in managerial economics. Case Study
LU 2	10	Market Forces of Demand and Supply Demand and supply as the market forces; demand: concept, determinants, shifts in the demand curve, demand forecasting; supply: concept, determinants, shifts in the supply curve, and supply forecasting; individual and market demand/supply curves; equilibrium: interaction of demand and supply; application of demand and supply in price and quantity determination; price control, quantity control, and their implications; consumer surplus, producer surplus, and deadweight loss; elasticity: concept, calculation of elasticity of demand (price, income, cross) and elasticity of supply; their applications. Case Study
LU 3	8	Theory of Consumer Behavior Utility analysis: assumptions, consumer's equilibrium, applications; indifference curve analysis: assumptions, properties, budget line; consumer's equilibrium; decomposition of price effect into income and substitution effects; applications: tax and subsidy, income/leisure choice of a worker. Case Study
LU 4	8	Theory of Production and cost

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		Theory of production; law of variable proportions; equilibrium of a producer in the short run; expansion path; laws of returns: isoquants, equilibrium of a producer (output maximization and cost minimization); costs: different components of costs (fixed and variable costs); TC, MC, AC, AVC, AFC and their relationships; concept of L-shaped long-run average cost (LAC) curve; economies and diseconomies of scale. Case Study
LU 5	8	Theory of firm Goals of the firm; distinction between firm and industry; price and output determinations under different markets Perfect competition: meaning, revenue curves, equilibrium of the industry, short-run equilibrium of the firm, supply curve, long-run equilibrium of the firm; monopoly: meaning, revenue curves, price and output determination under monopoly (short run and long run); price discrimination: the analytics of price discrimination, its examples (movie tickets, transportation fares, discount coupons, financial aid, quantity discounts); duopoly and oligopoly: meaning and examples, equilibrium, cartel, price leadership; monopolistic competition: meaning, price and output determination under such markets (short run and long run); game theory and the economics of cooperation.
LU 6	8	Investment Decisions Investment criteria; capital budgeting; appraising project profitability; investment decisions under uncertainty; public investment decision; profit concepts and analysis, Case Study
References		1. Dwivedi, D.N. (2012). <i>Microeconomics: Theory and Applications</i> . New Delhi: Pearson Education. 2. Dwivedi, D.N. (2008). <i>Managerial Economics</i> , 7th ed. New Delhi: Vikas Publishing House. 3. Mankiw, N. Gregory (2007). <i>Principles of Economics</i> , 4th ed. Thomson Southwestern. 4. Peterson, H. Craig and W. Chris Lewis (1999). <i>Managerial Economics</i> , 4th ed. Pearson/Prentice-Hall International. 5. Salvatore, Dominick (). <i>Managerial Economics in a Global Economy</i> . Thomson Southwestern. 6. Salvatore, Dominick (2003). <i>Microeconomics: Theory and Applications</i> , 4th ed. New York: Oxford University Press

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Financial Management
Course Code Number		MGT 524
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		This course aims to provide fundamental foundation of financial management concepts within a business and helps students to develop the understanding of accounting, business, economics and mathematics. Topics like capital budgeting, cost of capital, capital structure and working capital management helps students to understand the return and risk involved in a firm's financial decision.
Enabling Objectives		At the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Develop a foundation of financial management concepts • Use the concept of time value of money • Determine the cost of capital • Design the capital structure • Understand how corporations make important investment and financing decisions, and how they establish working capital policies.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	Introduction Introduction to financial management; Profit maximization vs Wealth maximization; Time value of money; Economic value added
LU 2	15	Capital Budgeting Concept of capital budgeting, Capital budgeting process, Project classification Cash flow estimation, Capital budgeting decision rule: Payback & Discounted Payback Method, Accounting Rate of Return, Internal Rate of Return, Net Present Value, Capital Rationing, Risk Adjusted Technique for Capital Budgeting, Sensitivity analysis
LU 3	8	Cost of Capital Cost of debt; Cost of Preference share; Cost of equity share & Retained earnings; Weighted Average Cost of Capital, Factors affecting cost of capital
LU 4	8	Capital Structure Capital structure and financial structure, Factors affecting capital

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		structure, Theories of capital Structure; Designing Capital Structure
LU 5	12	Working Capital Management Concept of working capital, Factors affecting working capital, Estimation of Working Capital, Management of Cash and Marketable Securities, Techniques of Cash Management, Receivable Management: Elements of credit policy, Credit related costs Inventory Management: Basic Inventory Cost, Economic Order Quantity, Reorder Point, and Safety Stock
References		1. Khan & Jain: <i>Financial Management</i> , Tata McGraw Hill 2. I. M. Pandey: <i>Financial Management</i> , Vikas Publisher 3. Bringham & Houhton: <i>Fundamental of Financial Management</i> , Harcourt Publisher 4. Van Horne James C.: <i>Financial Management and Policy</i> , Prentice Hall 5. Joshi, K. R., Gupta, M. K., Lamichhane, P., Shrestha, P. M., Ghimire, T. R. & Gautam, M., <i>Managerial Finance</i> , Ayam Publication, Kathmandu, Nepal.

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Human Resource Management
Course Code Number		MGT 525
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		The main objective of this course is to prepare highly qualified and suitable MBA graduates for both national and international organizations to perform key functions in an organization. Key function such as recruitment, selection, development, appraisal, retention, compensation, and labor relations.
Enabling Objectives		After the completion of the course students will be able to; <ul style="list-style-type: none"> • Understand Human Resource Management. Concepts functions and problems in the management of Human Resources. • Appraise different strategies and legislations used in management of HR related issues in the organization. • Monitor and evaluate Human resource activities and Make appropriate recommendation for betterment of an organization.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	8	Introduction to Human Resource Management <i>Basic understanding on Human Resource Management:</i> Evolution and Functions of HRM, Objectives of HRM (individual, functional, Organizational, societal), Nature, Scope and Significance of Human Resource Management, Role and functions of Human Resource Manager, HRM Model, HRM career, HR Manager as a Strategic partner, HRM in Nepalese scenarios, Unit Case Study
LU 2	5	Important environmental Influences <i>Identifying and understanding the environmental influences:</i> Internal and External factors influencing HRM, Opportunities, and Challenges in Human Resource Management, Government Regulations, Labor Relations Management practices, Unit Case Study
LU 3	4	Acquisition of Human Resources <i>HR Planning:</i> Job Analysis (purpose and methods), Recruitment sources, Selection Process, Selection Devices, Socialization of new employees, Unit Case Study
LU 4	7	Development of HR & Analysis <i>Components of Market Analysis:</i> Developing HR , Employee training and management development , Conceptual clarity of training, Training and learning, Training management, Management Development, Processes for developing manager, Career Development, Conceptual clarity of career, Value of

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		effective career development, Internal vs. External Dimensions for career, Career stages, Linking career dimensions with stages Suggestions for more effective organizational career development, Developing individual's career, Personal Career development Plan and management, Unit Case Study
LU 5	6	Motivation of HR <i>Understanding on HR motivation:</i> Conceptual Clarity on HR motivation, Comparative analysis of motivational theory (present and Past), Motivational Approaches in present context, Psychological approaches in motivation, Job designing, work schedule and motivation, Job designing and scheduling, Job characteristics model, Job enrichment, job enlargement and job rotation, Work model, Flex time, New trends in work scheduling, Performance Appraisal, What, why and How approaches, Rewarding productive Employees :Types of rewards. Quality of effective rewards, Criteria for reward distribution, Unit Case Study
LU 6	6	Maintenance of HR <i>Conceptual clarity on maintaining HR:</i> Compensation Administration (CA), Concept of CA, Government influences on CA, Job evaluation and Pay structure, Incentive compensation Plan, Executive compensation, Benefit and Services, Benefit: Something for everyday services, Recent trends in benefit and services, Disciplining the problematic employee, Conceptual clarity of discipline, Types of discipline problems, Disciplinary actions: Before and after, General guideline in administering discipline, Safety and Health: Occupation safety and Health Act (OSHA), Trends for OSHA, Safety Program, Unit Case Study
LU 7	6	Research and the future <i>Research In HRM:</i> Conceptual clarity of research in HRM, types of researches in HRM, Process of research in HRM, HRM in the future, Current trends and implication for HRM, Unit Case Study
LU 8	7	Current Contemporary Issues in HRM <i>Understanding Emerging issues in HRM:</i> Labor relation, Emerging role and influences of unions,-Reservation of Dalit Janajatis and ethnics, Collective bargaining
References		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 4.

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

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Course Title		Organization Behavior
Course Code Number		MGT 526
Credit Hours		03
Year: I		Semester: II
Course Objectives:		
Main Objective		Organizational Behaviors is designed to prepare students for a career in a variety of fields including Human Resources Management, Organizational Consulting, and Industrial Relations. This course improves the students' abilities to apply OB theory to effectively diagnose and solve individual, team and organization-wide problems for improved organizational effectiveness. Topics such as performance management and rewards, creativity, organizational culture, change and development, stress, negotiation organizational structure and job design are highlighted during the course.
Enabling Objectives		After the completion of the course students will be able to; <ul style="list-style-type: none"> • Explain and apply the major concepts and theories in organizational behavior, to become a better influencer and manager. • Discuss the complex issues involved in managing organizational behavior as well as the future challenges. • diagnose the causes of OB problems, make effective recommendations for Improvements • Present the diagnosis and recommendations in a professional and convincing manner • Function effectively as a member of a self-directed work team
Learning Unit (LU)	Learning Hour (LH)	Contents
LU 1	6	Introduction Meaning and importance of OB, OB model, disciplines contributing to OB, critical issues confronting managers, implications of OB for managers,
LU 2	16	Culture, Attitude and Personality <ul style="list-style-type: none"> • Biographical characteristics: age, gender, tenure, religion, • Attitude: meaning, components, behavior attitude relation, major job attitudes, Job satisfaction: introduction causes and impact of job satisfaction, • Values and beliefs: meaning, importance and types of values, beliefs and its interrelationship with other psychological components • Perception: meaning, importance, factors influencing perception, person perception, individual decision making: meaning and models- rational and bounded rationality, errors in decision making, individual and organizational influences on decision making, • Personality: meaning, Myers- Briggs type indicator, big five model, some personality traits relevant to OB, • Motivation: meaning and significance, theories on motivation – hierarchy of needs theory, two factor theory, McClelland's theory of motivation, techniques to motivate employees,

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		<ul style="list-style-type: none"> • Learning: meaning, theories of learning – meaning and significance, theories of learning- classical conditioning, operant conditioning, social and observational learning
LU 3	12	<p>Group, Leadership and Conflict Management</p> <p>Group and team: meaning of group, reasons behind forming group, stages of group development, group properties, group decision making- meaning, features and pros and cons, meaning of team, types of team, features of team,</p> <p>Communication: meaning and significance, communication process, types of communication, direction of communication, barriers to effective communication</p> <p>Leadership and power: meaning, theories of leadership- traits, behavioral and contingency theories, contemporary theories of leadership – charismatic leadership, transformational leadership, servant leadership, power- meaning and sources,</p> <p>Conflict management: meaning, different views on conflict, causes of conflict and techniques and approaches to managing conflict</p>
LU 4	10	<p>OB at System Level</p> <p>Organizational structure: meaning, elements of structure, common organizational designs, emerging concepts in organizational structure, determinants of structure, OB and organizational structure</p> <p>Organizational culture: meaning, nature and types, learning culture, culture and OB</p> <p>Stress management: meaning and source of stress, consequence of stress and managing stress</p> <p>Change management: meaning, forces for change, resistance to changes, planned change, approaches to managing change – three steps model, action research, organization development,</p>
LU 5	4	<p>OB Outcome</p> <p>Attitude and stress, task performance, absenteeism, turnover, organizational citizenship, job satisfaction, workplace behaviour, group cohesion, group functioning, survival, withdrawal</p>
References		<ol style="list-style-type: none"> 1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). Organizational Behaviour, Pearson Education. 2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, .Prentice-Hall of India. 3. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education. 4. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. Prentice Hall of India. 5. Nelson, Debra L and James C Quick, Organisaitonal Behaviour, Tomson learning. 6. Pareek, Udai, Understanding OrganisationlBehaviour, Oxford University Press, New Delhi.

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Course Title		Strategic Management
Course Code Number		MGT 531
Credit Hours		03
Year: II		Semester: III
Course Objectives:		
Main Objective		This course aims to analyze industry structure and environmental trends to assess industry potential. It deals with assessing firms resources for their potential to generate a competitive advantage. The course deals with the elements of strategic management process, and turbulent environment.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Analyze industry structure and environmental trends to assess industry potential; • Assess a firm's resources for their potential to generate a competitive advantage; • Explain how firms can add value across diverse lines of business; • Develop an awareness of the dynamic impact of strategic actions by the firm and its rivals on business and corporate strategy and the industry • Explain the elements of the strategic management process; and • Apply tools to enhance flexibility in a turbulent environment
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	4	Introduction to Strategic Management Concept of strategy and strategic management, hierarchy of strategies, strategic management model, challenges to strategic management, role of CEO in strategic management , strategic decision – characteristics, importance, ingredients of strategic plan – mission, vision, objectives, strategies, tactics; significance of strategic management
LU 2	9	External Environment Macro, industry and operating (task) environment, Scenario planning, PESTEL Framework, Key drivers of change, Industry analysis – Defining industry and industry structure, Porter's Five Force Model, Competitive Analysis, Competitive intelligence, Competitors profile matrix, Key success factors, Strategic groups, types and map, and External Factors Analysis Summary (EFAS)
LU 3	9	Internal Environment Key areas of internal assessment – policy, process, structure, resources and culture, Resource based view (RBV) of a firm and types of organizational resources, Competencies: threshold,

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		core and distinctive (unique) competencies , Introducing strategic capabilities, Capabilities for sustainable advantages, Cost efficiency and its sources, Organizational knowledge ,Techniques of internal analysis – SWOT analysis, value chain analysis, historical analysis, benchmarking
LU 4	10	Strategic Option Generic strategies, Corporate strategies: Integrative, intensive, diversification, defensive; Directions of strategic development; Means or methods of strategic development – internal development, mergers, acquisition, joint ventures, strategic alliances etc.,
LU 5	8	Strategic Formulation and Choice Evaluating strategies: Portfolio analysis, SWOT matrix, BCG matrix, GE business screen, Hofer's model, public sector portfolio matrix; internal external matrix, grand strategy choices, screening options
LU 6	8	Strategic Implementation and Control Process of strategic implementation - Breaking down objectives, concise policies, developing programs and procedures, Multilevel resource plans; matching structure and strategy; Management information system and control; Leadership and managing strategic changes; Strategies and HR concerns, Operations concerns, Mc-Kinsey 7S model. Evaluating strategy, Strategy evaluation and control: Meaning and techniques
References		<ol style="list-style-type: none"> 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. 4. Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi. 5. Lawrence R. Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers) 6. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS) 7. Fred R, David, Strategic Management , Prentice-Hall of India

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Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Production and Operation Management
Course Code Number		MGT 532
Credit Hours		03
Year: II		Semester: III
Course Objectives:		
Main Objective		This course aims to examine the different functional area of production and operation management of product and service industry. Topics include Operation Strategy and Context, Product Design and Process Selection, Design of Facilities and Designing and Managing Supply Chain are the integral part of the course.
Enabling Objectives		<p>After the completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand different functional area of management and explore its links with other key equally important areas of the firm. • Impart the process management that transforms inputs-- human resources, capital, material, and energy into outputs such as finished goods and services. • Identify knowledge required in Operation Strategy and Product design to compete based on quality, time, productivity, and differentiation.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU1	12	Operations Strategy and context <i>Introduction to Operations Management:</i> 10 OM Strategic Decisions, OM Challenges, Goods and Services, Productivity and its measurement Operations Strategy and competitive advantage, 10 OM Strategic Decisions
LU 2	12	Product Design and Process Selection Process Analysis: Define Product and Services, Design of Goods and Services, Quality: Management and Control, TQM in Manufacturing and services, TQM tools, Statistical Quality Control, Process strategy & capacity planning, BEP, Numerical; Case: Morton Salt
LU 3	10	Design of Facilities Location Strategies, Layout Strategies
LU 4	14	Designing and managing Supply chain Supply Chain Management, Inventory Management, (for independent demand), Aggregate Planning, Material Requirement planning, Operations Scheduling, Work centers; Job sequencing; Priority rules, JIT and Lean Operations, Characteristics; The Kanban system, JIT in services, Project

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		Management, Use of PERT/CPM, Project completion time, Project crashing
References		<ol style="list-style-type: none">1. Operations Management (Flexible Version) 8th edition J. Heizer, Barry Render2. Successful Service Operations Management 2nd edition, Metters, Pullman, Waltons3. Operations Management, Mc Graw Hill, Irwin, Stevenson, William J.4. Operations Management 4 th edition 2003 – Russel& Taylor5. Operations Management – Strategy and Analysis – 6th edition above – Krajawski and Ritzman6. Operations Management- Decision making in operations functions – Roger G Schroeder7. Operations Management for Competitive Advantages – 10th edition- Chase, Jacob, Aquilino

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MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Total Quality Management
Course Code Number		MGT 533
Credit Hours		03
Year: II		Semester: III
Course Objectives:		
Main Objective		This course intends critically appraise management techniques, choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them. Topics include Management Tools for Quality, Technical Tools for Quality Control and practices of quality control in Nepal are the main contents that the course deals.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Understand Total Quality Management as a key functional area of Organization Operation • Impart the various approaches and issues of TQM • Identify global competition and knowledge and skills required on various approaches and issues of TQM • Compare quality management system and practices of quality management in Nepal.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	Introduction Conceptual foundation on quality, dimensions of quality, traditional versus modern concept of quality, Kano model, cost of quality, relevance of quality management- importance and benefits, evolution of quality management, developing quality culture
LU 2	10	Total Quality Management and its Ingredients Meaning and significance of total quality management, elements of TQM: Leadership: TQM leaders and their characteristics, role of TQM leaders in developing quality culture Customer satisfaction: introduction, customer perception of quality, translating needs into requirements, customer and service quality, , customer delight, customer retention Employee involvement: approaches to employee involvement and empowerment, TQM and motivation, Continuous improvement: Quality circle, Juran trilogy, Kaizen, PDCA cycle, Six Sigma, reengineering Supplier partnership: Meaning and considerations in selecting supplier partners, relationship development Performance measures: Relevance and basic concepts of

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		performance measures in TQM
LU 3	10	TQM Philosophies Deming approach to management, Juran philosophy, Feigenbaum on quality management, Crosby's contribution, quality control of Karau Ishikawa, Kaizen of Masaki Imai, Conway's quality secret,
LU 4	10	Tools for Quality Improvement Management tools for quality improvement: affinity diagram, forced field analysis, bar chart, block diagram, control chart, cause and effect analysis, brainstorming, cost benefit analysis, customer-supplier relationship checklist, flow chart, line graphs, run charts, Pareto analysis, quality costing, quality function deployment, problem solving process, scatter diagram, Design of experiments: Basic statistics, factorial experiments, constructing factorial designs; Taguchi's approach to experimental design and quality control
LU 5	5	Statistical Quality Control Variable and attribute charts, Complements of control charts-chart for drifting process, multivariate chart, alternatives to SPC
LU 6	5	Quality Management System and Quality Awards Self-assessment models, ISO quality management system: introduction, evolution, ISO series, requirements and certification process, European quality award, European foundation for quality management model,
LU 7	3	Quality Management in Nepal Quality management and improvement initiatives in Nepal: problems and prospects, institutional arrangements, NS certification,
References		<ol style="list-style-type: none"> 1. Besterfield, Dale H., Besterfield- Michna, Besterfield, Glen, H. And Besterfield – Sacre, M (2003), Total Quality Management (3rd Edition), New Delhi: Pearson Education Inc. 2. Logethetis, N. (1992). Managing for Total Quality: From Deming to Taguchi and SPC, New Delhi: Prentice Hall of India Pvt. Ltd. 3. Ishikawa, K (1990) , Introduction to Quality Control, Tokyo: 3A Corporation. 4. Oakland, J.S. (2003) tqm: Text with Cases (3rd Edition), Butterworth – Heinemann, Burlington, Massachusetts. 5. Various contemporary research articles on TQM and post TQM paradigm

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Course Title		Entrepreneurship and Technology Management
Course Code Number		MGT 534
Credit Hours		03
Year: II		Semester: III
Course Objectives:		
Main Objective		This course aims to provide the students an overview of Entrepreneurship, the entrepreneurial process and business venture management. It also gives the students an idea on the importance of the skills needed to grow a new venture business. It further analyzes various exit strategies for new business and promotes business plans.
Enabling Objectives		At the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Develop an understanding of entrepreneurship and the entrepreneurial process. • Assess the feasibility of new business concepts and ideas. • Develop skills in new business venture management including opportunity recognition, market assessment, and financial planning. • Identify resources and skills needed to grow a new venture business. • Analyze various exit strategies for new business ventures. • Create business plans for development and financing of new business
Learning Unit (LU)	Learning Hours (LH)	Contents
LU1	10	Introduction of the Entrepreneurial Development Perspective <i>Overview of entrepreneurship:</i> Concepts of Entrepreneurship Development, Evolution of the concept of Entrepreneur, Entrepreneur Vs. Entrepreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in economic development and developing economies with reference to Self-Employment Development, Understanding Entrepreneurs and the Entrepreneurial Process, Entrepreneurial Culture, Unit Case Study
LU 2	14	Technology and Entrepreneurship Development Invention, innovation and technology, Life Cycle of Technology, Managing Technology Transfer, Technology Transfer and Diffusion, Types of innovation, Drivers of innovation, Knowledge Management Fundamentals, Knowledge Creation and Transfer, Managing Creativity and Organizational Learning, High-Technology Ventures, Importance of Technology and Innovation

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		to Society, Challenges in converting invention into innovation.
LU 3	8	Creating Entrepreneurial Venture <i>Highlight on Development of entrepreneurial Venture:</i> Business Planning Process, Environmental Analysis, Search and Scanning, Identifying and evaluating problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with, and Unit Case Study
LU 4	6	Project Management <i>Approaches to Project Management:</i> Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement, Schemes offered by various commercial banks and financial institutions like, Venture Capital Funding, Unit Case Study
LU 5	6	Entrepreneurship Development and Government <i>Development of entrepreneurship and role of government:</i> Role of Central Government in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available, Role of various agencies in the Entrepreneurship Development – available in different regional levels, Unit Case Study
LU 6	4	Failure in entrepreneurship The FOUR Entrepreneurial Pitfalls (Peter Drucker), Analysis of entrepreneurship in Nepal, Success and failure Case study
References		<ol style="list-style-type: none"> 1. Innovation Management, strategies, implementation, and profits, second edition, ALLAN AFUAH 2. Entrepreneurship: New Venture Creation - David H. Holt 3. Entrepreneurship - Hisrich Peter 4. The Culture of Entrepreneurship - Brigitte Berger 5. Project Management - K. Nagarajan 6. Dynamics of Entrepreneurship Development - Vasant Desai 7. Entrepreneurship Development - Dr. P.C.Shejwalkar 8. Thought Leaders – ShrinivasPandit 9. Entrepreneurship, 3rd Ed. - Steven Brandt 10. Business Gurus Speak - S.N.Chary 11. The Entrepreneurial Connection – Gurmit Narula

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Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Corporate Law
Course Code Number		MGT 535
Credit Hours		03
Year: II		Semester: III
Course Objective		
Main Objective		It is designed to provide the students an overview of some important business laws so that they can have a clear understanding of how they work and influence the day to day activities in the corporate sector. It also gives the students an idea on the importance of the business laws for the commencement, management and operation including closure of the businesses.
Enabling Objectives		After the completion of this course, the students will be able to; <ul style="list-style-type: none"> • Understand the basic concept of law and importance of business laws for the regulation of business sector; • Explain the content of fundamental business laws which help corporate managers and executives to manage day to day corporate activities and entrepreneurs, their businesses; and • Develop an idea of managing common corporate legal problems or disputes before opting to go for litigation
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	6	Corporate Law Definitions and scope, Role and importance of business law, Overview of existing business laws in Nepal
LU 2	6	Business Organizations Overview (Sole proprietorship, partnership and company)
LU 3	7	Contract Definition, Agreement and contract, Essential elements of contract Offer, acceptance and consideration, Void agreement, Valid contract, voidable contract, void contract, Performance of contract, Discharge of contract, Breach of contract and remedies
LU 4	6	Company Corporate personality, Promotion, incorporation and floatation, Share capital, Shares, Debentures, Allotment, General Meetings, Promoters, board of directors, shareholders and other corporate officers (Auditor, company secretary), Dissolution of company Insolvency of a company
LU 5	7	Labour Act 2048 Application and scope of the Act, Provisions relating to employment conditions including welfare benefits, Right disputes and interest disputes, Provisions relating to misconducts and

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		dismissal, Provisions relating to settlement of collective disputes (collective bargaining, strike and lockout), Internal regulations
LU 6	4	Foreign Investment and Transfer of Technology Act (FITTA) Definition and scope, Procedures for foreign investment and transfer of technology, Permissible and non-permissible areas of investments; Facilities, concession and repatriation, Settlement of investment disputes
LU 7	3	Competition Law Introduction, Competition Promotion and Market Protection Act 2063, Aim of the Act, Provisions relating to unfair competition or anti-competitive practices, prohibitory measures, Remedies for non-compliance of the Act
LU 8	5	Intellectual Property Rights (IPRs) Definition and scope, Relevance and importance, Registration process of Trade mark
LU 9	4	Settlement of commercial disputes Alternative dispute resolutions: General understanding of mediation, negotiation, conciliation and arbitration, Arbitration: concept, advantages, disadvantages, important provisions, Overview of international arbitration rules
References		<ol style="list-style-type: none"> 1. Avatar Singh, <i>Company Law</i>, Eastern Book Company 2. S.S. Gulshan and G.K. Kapoor, <i>Business Law</i>, New Age International Publishers 3. Professor Nicholas Bourne, <i>Business Law and Practice</i>, Cavendish Publishing Limited 4. Paul L. Davies, <i>Gower's Principles of Modern Company Law</i>, London Sweet and Maxwell 5. S.P. Singh, <i>Industrial Relations</i>, A.I.T.B.S. Publishers, India

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination

MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		International Business Strategy
Course Code Number		MGT 536
Credit Hours		03
Year: II		Semester: III
Course Objectives:		
Main Objective		This course aims to create an opportunity to students to understand the impact of differences in legal, socio-cultural, political, technological and economic regimes, evaluating international politics and economic risks, building and operating global networks, including entry mode choice. Topic like foreign exchange market exposes the uncertainty and risk associated in currency exchanges are the major focus of the course.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Characterize the nature of international business, important trends, and their impact on the domestic and global economy • Identify how cultural differences affect international business and ways of dealing with these differences in developing competitive strategies • Analyze a variety of real-life corporations and situations • Evaluate strategies and behaviors related to a multinational corporation's (MNC) global competitiveness in the areas of manufacturing, marketing, and human resource management
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	6	Introduction to International Business Introduction to International Business and Globalization, Globalization and business Today, National differences in political economy and culture, Risk in IB, Challenges and complexities of International Business, Modes of International Business, Case Study
LU 2	6	International Trade theories Mercantilists' Version, Classical Approach, Factor Proportion Theory, Neo-Factor Proportions Theory, Country Similarity Theory, National Competitive Advantages, Gains from Trade, Terms of Trade, Case study
LU 3	7	Foreign Direct Investment and Balance of Payment Theories of FDI, Benefits and Costs, MNCs and it's Control, Structure of Balance of Payment, Equilibrium, Disequilibrium and adjustment, Exporting, Importing and Counter Trade, Case Study
LU 4	6	International Business Environment National Regulation of International Business, Multilateral regulation of Trade and Investment, Regional Economic Integration, Political and Legal Environment, Economic Environment, Socio-Cultural and Ethical, Environment, International Financial, Environment: Exchange rates, International Financial Markets: Determination of Exchange rates, Case Study
LU 5	7	Foreign market entry strategies Entering in foreign market, Country evaluation and selection; factors

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		<p>affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.</p> <p>Entry into foreign markets, entry strategies and Modes of International Business (Direct export, licensing and franchising, contract manufacturing, foreign assembly, strategic alliances and joint ventures, merger and acquisition, Greenfield investment and); Challenges and complexities of International Business, Case Study</p>
LU 6	8	<p>Strategy of International Business</p> <p>Global Production, Outsourcing and logistics, Global Technology Market, Country Evaluation and Selection, Export and Import Strategies, Direct Investment and Collaborative Strategies, International Market Strategy, Global Human Resource Management, International Investment and Financing Strategy, International Taxation and Accounting, Case Study</p>
LU 7	3	<p>International marketing system</p> <p>Assessing and analyzing the markets: market screening and segment screening; Complexities of international marketing; Marketing mix: product, pricing, promotion, distribution and channel selection; Importance of international marketing research; international marketing plan and strategies, Case Study</p>
LU 8	5	<p>Nepal and Global Business System</p> <p>Unilateral preferential trading arrangement; GSP, AGOA, Cotonou Agreement of EU/ACP etc, Bilateral trade and investment treaties; concepts, The regional economic integration (REI) or trade blocs: What is REI? Why countries join REI? Different levels or types of REI; The effects of REI – dynamic, static, trade creation, trade diversion; Brief assessment of – SAFTA, BIMSTEC, ASEAN-FTA, EU and NAFTA; BIPPA and Multilateral integration or international arrangement: Introduction, principle, functions, opportunities and challenges of WTO, UNCTAD and ITC. Case Study</p>
References		<ol style="list-style-type: none"> 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.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Financial Institution and Market
Course Code Number		MGT 546
Credit Hours		03
Year: II		Semester: IV Specialization: Finance
Course Objectives:		
Main Objective		This course is designed to familiarize students about national and international financial institutions as well as working of financial markets
Enabling Objectives		At the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Understand the concept of financial institutions and market • Determine the interest rates • Analyze the money market instruments • Explain the concept central Bank and its role
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	3	Financial Markets Meaning & Types of Financial markets; Classification of financial Market; Financial Assets; Creation of Financial Asset
LU 2	14	Financial Institutions Depository institution, Assets Liability problem; Services & Regulation of Commercial Banks; Types of Banks or Financial Institution & overview of them, Stock exchange:- Constitution; Functions; Nepal stock Exchange; NYSE; BSE-SENSEX; Trading System of Nepal Stock Exchange. <u>Mutual Fund</u> : Introduction; Open & Close Ended Fund; Net Asset Value; Classes of mutual fund; Development of mutual Fund in Nepal. <u>Investment Bank</u> : Function; IPO; Services Offered in Process of Underwriting; Development of Investment Banking in Nepal. <u>International Financial Institution</u> : IMF, IBRD, IFC, and ADB
LU 3	8	Interest Rates Functions of interest Rate; Determinants of interest rate; Structure of interest rate; Theories of interest Rate (classical theories, Liquidity Preference Theory, Loanable Fund theory, Rational Expectation Theory); Inflation and interest rate; Interest Rate Structure in Nepal

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LU 4	13	<p>Money Market Instruments and Stock Market</p> <p><u>Money Market Instruments</u></p> <p>Characteristics of money market; Money market instruments (Treasury Bills, Dealer Loan & Repurchase Agreement, Primary Dealer, Dealer loan, Commercial Papers, Bankers' Acceptance, Euro Dollars); Inter-relationship of Short term interest rates in money market.</p> <p><u>Stock Market</u></p> <p>Introduction of stock market; Stock trading market (stock Exchange, OTC, Private Transaction); Types of market index (price weighted index, value weighted index, S & P Index, Equally Weighted Index, International Stock market index)</p>
LU 5	10	<p>Central Banking</p> <p>Function; Role of central Bank; monetary policy (Goals & Tools); International Central Bank (Reserve Bank of India, US Federal Reserve, European Central Bank)</p> <p>Microfinance (MF): Types of MF institutions, MF and Poverty Alleviation, Role of MF in SMES promotion and Development in Nepal Microfinance and Cases</p>
References		<ol style="list-style-type: none"> 1. Roop Narayan; Fundamentals of International Banking, Macmillan India Pvt. Ltd. 2. Paudel, Narayan Prasad; Nepalese Financial System and Investment Environment, Ratna Pustak Bhandar, Kathmandu, 2010 3. Rose, P.S. and Marquis, M.H.: Money and Capital Markets, Financial Institutions & Instruments in a Global Market Place, Mc Grallill Irwin 4. Thapa, K: Financial Institution and market, Asmita Publication, Kathmandu. 5. Mishkin, F.S.: Financial Markets, institution and money, Harper Collins College Publishers. 6. Shrestha, M.K. and Bhandari, D.B: Financial markets and Institution, Asmita Publication, Kathmandu.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
 MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Strategic Financial Management
Course Code Number		MGT 547
Credit Hours		03
Year: II		Semester: IV Specialization: Finance
Course Objectives:		
Main Objective		This course offers a blend of integrative study of financial growth strategies for increasing value and the restructuring of financial processes, corporate governance and ethics. Topics reflect the changing environment of financial management in organizations and include source of finance, valuation of bonds & stocks dividend policy and merger & acquisition.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Analyze the source of finance • Determine the intrinsic value of bond and stock • Measure the risk and return of financial assets • Explain the concept of dividend policy • Describe the concept leverage
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	Sources of Finance Short- term Finance: Trade Credit, Factoring, Bank Financing, Bill Financing; Medium- term Financing: Term Loans, Hire Purchase, Leasing; Long Term Financing: Equity Finance, Preference Shares, Debt Financing; Private vs. Public Placement; Venture Capital; Project Finance
LU 2	10	Valuation of Bonds & Stocks Meaning of Bond; Basics of Bond; Bond Valuation; Bond Theorem; Yield to Maturity; Features and Valuation of Preferred Stocks; Valuation of Common Stocks: Book Value Method, Single Period Model, Perpetual Dividends with No Growth, Perpetual Dividends with Growth, Gordon Model; Valuation based on Earnings.
LU 3	7	Risk & Return Theory Meaning and Nature of Risk and Return; Measure of Risks & Return; Variance; Correlation and Covariance, Concept of Diversification; Capital Assets Pricing Model; Standard Deviation Vs. Beta as a measure of Risk; SML vs. CML
LU 4	8	Dividend Policy Introduction; Determinants of dividend decision; Theories of dividend policy
LU 5	10	Merger and Acquisition

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		Meaning; Process of merger and acquisition; Methods of payment in merger and acquisition; Tax benefits of merger transaction; Reverse merger; corporate takeover; Leveraged buyouts; Management buyouts.
LU 6	8	Leverage and EBIT-EPS Analysis Concept; Operating leverage; Financial Leverage; Combined leverage; EBIT-EPS Analysis; Indifference point.
References		1. Ravi. M Kishore: Financial Management 2. Khan & Jain, Financial Management, Tata McGraw Hill 3. I.M. Pandey: Financial Management 4. Moyer, Charles R; Macguigan, James R; Kretlow, William J: Contemporary Financial Management, Thomson South-Western. 5. Prasanna Chandra: Financial Management

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Security Analysis and Portfolio Management
Course Code Number		MGT 548
Credit Hours		03
Year: II		Semester: IV Specialization: Finance
Course Objectives:		
Main Objective		This course aims to deliver in-depth analysis of the investment market instrument and the balance between return and risk management. The course is more analytical and practical in nature and exposes the student to real empirical case studies and the real practice of market trading and examining actual companies' financial data. Among the topics to be covered are Security market and market index, mutual fund and market efficiency
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Understand the investment environment and process • Analyze security market • Understand the concept of mutual fund • Understand market efficiency • Analyze the financial security and portfolio
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	12	Investment and Portfolio Analysis Concept of investment, Investment environment; Investment Process; Investment alternatives; Portfolio analysis; Analyzing risk & return of individual security & portfolio; Portfolio Construction; Portfolio selection; Capital market theory (CAPM, CML, Markowitz model, Sharpe single index Model); Arbitrage pricing model
LU 2	8	Security Market and Market Index Concept of security market; Legal Framework of Security market; Listing and delisting of securities; Trading mechanism of stock exchange; Stock market Regulation ; Online trading; Depositories; Credit rating; Market indexes; Securities market index; Construction of an index;
LU 3	8	Valuation and Mutual Fund Valuation of bond; Valuation of equity; Concept of mutual fund; Estimation of net asset value of Mutual fund

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LU 4	12	Market Efficiency Efficient market theory; Random walk theory; Semi strong form, strong form and weak form of Efficient market hypothesis: & test of various forms of efficiency; Portfolio revision (Passive management, Active management, and The formula plans) ; Portfolio performance evaluation (Sharpe's performance measure, Treynor's performance measure, Jensen's performance measure and Fama's performance measure).
LU 5	8	Security Analysis Fundamental analysis (Economic, Industry, and Company); Technical analysis
References		<ol style="list-style-type: none">1. Donald E. Fisher and Ronald J. Jordan: Securities Analysis and Portfolio Management, Prentice Hall, New Delhi2. Prasanna Chandra: Investment analysis and Portfolio management, McGraw Hill, New Delhi3. Alexander, G.J., Sharpe, W.F. and Jeffery V. Bailey, Fundamentals of Investments, Pearson Education, Delhi4. Bhalla, V.K: Investment Management, S. Chand & Co., New Delhi5. Paudel, Narayan Prasad; Financial Market and Portfolio Management in Nepal (2007), Wangmaya Publishers and Research Center. Kathmandu, Nepal.6. Shrestha, M.K.: Securities Exchange Centre: Problems and Prospects, United Dynamic Research and Consultancy, Kathmandu

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Compensation and Benefit Management
Course Code Number		MGT 549
Credit Hours		03
Year: II		Semester: IV Specialization: HRM
Course Objectives:		
Main Objective		This course aims to examine the financial reward system of organization and issues in compensation planning and benefit management. This course includes managing compensation, performance appraisal and incentives compensation.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> • Discuss the strategic importance of compensation to the achievement of organizational goals. • Identify links between compensation objectives and business strategy. • Discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce. • Discuss recent theoretical and practical developments in the area of compensation and benefits. • Develop the basic competencies required for the development and management of compensation systems.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	5	Introduction to Compensation Concept and objective of compensation, Significance of employee compensation, Elements of compensation (Base pay, Variable pay, Skill and Competency based pay, Long-term incentive compensation), Compensation and benefit designing issues. Motivation Issues in compensation.
LU 2	5	Managing Compensation Strategic Compensation planning, Determining compensation-the wage mix, Development of a Base Pay System, Job information in compensation design (Job analysis, Job description, Job evaluation systems, Job assessment) , Unit Case Study
LU 3	6	Performance Appraisals Role of Performance Appraisal in Compensation, Common Errors In Performance Appraisal, Measuring Job Performance, Contextual Issues In Appraisal, Linking Performance Appraisal with Compensation and Benefit management, Unit Case Study
LU 4	14	Market Analysis Concept of wage and salary, Components of wages, Wage compression, Employee participation in wage fixation,

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		Economic theories of wages, (Subsistence Theory, Wage fund theory, Marginal Productivity theory) , Methods of wage fixation, (Collective bargaining, Statutory fixation, Wage boards, Tribunals, Adjudication,) Consumer price index: Construction of index numbers and their uses for wage and dearness allowance, Compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, Government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy, Determination of compensation for special types of employees (e.g. Chief executives, Senior manager, Consultants, Advisors etc.) Unit Case Study
LU 5	5	Incentives Compensation and Benefits Concept, Types of incentives, Organization wide incentive plan,(Profit sharing, Stock options, Employee stock ownership plan,), Individual and team based incentive, (Measured day work, Piecework), Types of benefits, Unit Case Study
LU 6	10	Compensation policy and practices in Nepal Evolution and development of wage policy in Nepal, Essentials of Ideal wage and salary policy, Impact of various legal provisions on compensation policy and practice in Nepal (Legal Issues regarding minimum wage, Labor laws, Provident fund, Gratuity, Pension, Bonus, Minimum wage), Compensation determination practices in private and public sector, Legal and taxation issues on employee compensation Issues regarding wage and salary in the context of Nepal. Unit Case Study
LU 7	3	Issues in Compensation planning and benefit management Various Issues regarding compensation planning and benefits management
References		<ol style="list-style-type: none"> 1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education 2. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education 3. Compensation Management, Er SoniShyam Singh, Excel Books.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
MASTER IN BUSINESS ADMINISTRATION (MBA), SYLLABUS 2072 (2016)

Course Title		Performance Management
Course Code Number		MGT 550
Credit Hours		03
Year: II		Semester: IV Specialization: HRM
Course Objectives:		
Main Objective		This course aims to examine the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.
Enabling Objectives		After the completion of this course, the students will be able to: <ol style="list-style-type: none"> 1. Explore the fundamental theories and best practices in performance management. 2. Illustrate the dynamic nature of performance management through the presentation of new ideas and emerging issues. 3. Provide a forum to discuss personal experiences as they relate to performance management practices in organizations. 4. Provide with the opportunity to use the knowledge acquired in class in the design of a performance management system
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	6	The basis of performance management in organization Understanding Performance Management , Definition of performance Management, The performance, management contribution, Dangers of poorly implemented PM systems, Aims and role of PM Systems, Characteristics of an ideal PM systems,- Performance management process, Performance management and strategic planning, Unit Case Study
LU 2	7	Performance planning and agreements Understanding Performance Planning and agreements, Performance and Development planning, Setting objectives Organizational and individual performance plans, Components of Manager performance and development plan Setting mutual expectations and performance criteria, Performance measure and assessment, Checklist of Performance and Development Planning, Unit Case Study
LU 3	9	Performance appraisal system implementation Assessing implementation of performance appraisal, Defining performance, Determinants of performance, Performance dimensions, approaches, to measuring performance, Diagnosing the causes of poor performance, Choosing a performance,

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		measurement approach., Measuring results and behaviors, Gathering performance information, Implementing performance management system. Conducting Staff Appraisals: Introduction, Need, Skills required, Role of the appraiser, Job description & job specification, Appraisal methods, Conducting an appraisal interview, Follow up & validation, Present thoughts & future directions. Unit Case Study
LU 4	6	Performance consulting Understanding of Performance Consulting, Concept, The need for performance consulting, Role of the performance consulting, Designing and using performance, Relationship maps, Contracting for performance consulting services, Organizing performance improvement department. Unit Case Study
LU 5	6	Reviewing performance The overview of performance review, Performance review meeting, Performance review difficulties, Performance review issues and analysis, Performance review process (what, when and how approaches), Unit Case Study
LU 6	8	Improving performance and employee development Analysis of performance Improvement, Improving performance at different levels, Individual level, Team level Organizational level, Problems at managerial level, Dealing with the problems overall strategy Dealing with problems- Human resource improvement, Managing underperformers, Personal Development plans (360 degree feed back as a developmental tool), Unit Case Study
LU 7	6	Performance management & reward systems Performance management and provision of reward system, Performance linked, Remuneration system, Performance linked career planning & promotion policy, Unit Case Study
References		<ol style="list-style-type: none"> 1. Performance Management, Herman Aguinis, Pearson Education, 2007. 2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill 3. Performance Management Key strategies and Practical Guideline s, Michael Armstrong 4. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books 5. Degree feedback & assessment & development Centers, Volume I, II and III, TV Rao, Et all, Excel Books 6. Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Human Resource Development
Course Code Number		MGT 551
Credit Hours		03
Year: II		Semester: IV Specialization: HRM
Course Objectives:		
Main Objective		This course Human Resource Development enables students to understand the relation between training and development of human resources in any organization. Topics like Employees training and development, training management and roles of training providers focus on highlighted the importance of training in any organization.
Enabling Objectives		<p>After completion of this course participants will be able to:</p> <ul style="list-style-type: none"> • Understand the difference between training and development • Importance of training in development of human resources • Identify the different phases of training management.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	13	Training and Development Definition, Training, Development, and Education, Distinction between Training and, Education, Distinction between Training and Development, Purpose of Training, When Does the Need for Training Arise? Advantages and Disadvantages of Training, Areas of Training, Systematic Approach to Training, Issues in Employees Training, Unit Case Study
LU 2	20	Employees Training and Development Meaning and Definition, Importance of Employees Training, Objective of Training Programs, Areas of Training, The Performance Management and Development System , The Learning Process, Training Cycles (Training Needs Analysis, Objective Setting, Course Design, Course Implementation, Monitoring and Evaluation) , Employee Training Methods, Example of Training Investment , Why Training is often Neglected Unit Case Study
LU 3	5	Training Management Pre-training Phase:, Identify the training needs., Design the training program, Establish objectives, Design curriculum, Choice of methods, Select the resource persons, Plan and produce the training materials, Manage the physical facility, Select the participants

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		<p>Training Phase: Implement the training program. Facilitate the socialization process, Monitor the training program</p> <p>Post-training phase: Follow up and provide supports to trainees, Evaluate the training, Unit Case Study</p>
LU 4	5	<p>Roles of Training Providers</p> <p>Roles of Corporate Training in Developing Human Capital, Roles of Private Training Institutes, Quality Management Systems for Training Providers, Code of Conduct for Training Providers, Unit Case Study</p>
LU 5	5	<p>System Thinking in the Effective Management of Change</p> <p>Meaning and Definition of Changed Management, Role of Change Management Team</p> <p>Resistance to Change, Most Resistant Groups in the Organization, Primary Reasons of Employees' Resistance to Change, Steps for Dealing with Employees' Resistance, Unit Case Study</p>
References		<ol style="list-style-type: none"> 1. Bishop, S. and Taylor, D. (1999). <i>Training for change: A sourcebook of activities</i>. New Delhi; Viva Books Pvt. Ltd. 2. Harrison, Rosemary (2000). <i>Employee development</i>. Hyderabad, India; University Press.

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Brand Management
Course Code Number		MGT 552
Year II		Semester: IV Specialization: Marketing
Credit Hours		03
Course Objectives:		
Main objective		Branding has become one of the important strategic focuses in the overall marketing process. Conceptualizing and building brand as an asset is a big idea that generates shareholder's value. The course aims to develop brand as a strategic asset that is the key to long-term performance of the company.
Enabling objectives		<p>After the completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> - Explore the important issues in planning, implementing, and evaluating, brand strategies. - Provide appropriate concepts, theories, models, and other tools to make better branding decisions. - To integrate activities to enhance brand awareness, improve the brand image, elicit positive brand response, and increase the brand resonance. - Manage brand over time.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	6	Brands and Brand Management Meaning of brand, importance and need of brand, branding challenges and opportunities, the brand equity concept, strategic brand management process.
LU 2	8	Brand Elements Brand and products: Concept of a brand; Levels of product; Scope of branding; Branding challenges and opportunities; Building strong brands; Process of brand building; Criteria for choosing brand elements; Options and tactics for brand elements
LU 3	8	Brand Positioning Identifying and establishing brand positioning: Segmentation, targeting, Positioning and differentiation (STPD) analysis; Positioning guidelines: Competitive frame of reference, Establishing points of parity and points of difference, Updating positioning over time.

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LU 4	12	Building Brand Equity Brand equity: Brand equity concept and its measurement techniques; Designing and integrating marketing programs and activities to build brand equity; Product strategy; Pricing strategy; Channel strategy; The customer value triad – Quality, Service, and Price (QSP); Creating customer value: Customer relationship management, Customer based brand equity; Integrating marketing communications to build brand equity: The new media environment, Marketing communication options, Integrated marketing communication programs; Leveraging brand equity: Brand leveraging process, Co-branding, Licensing, Celebrity endorsement, Product placements and event sponsorships.
LU 5	8	Branding Strategies Brand architecture: Brand-product matrix, breadth and depth of a branding strategy; Brand hierarchy; Designing a branding strategy; Developing a brand architecture; New product and brand extensions; evaluating brand extension opportunities; Designing marketing programs to launch extension; Managing brands over time: Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio
LU 6	6	Managing Brands Over Time Reinforcing Brands: Maintaining brand consistency, Protecting sources of brand equity, Fortifying versus leveraging, Fine-tuning the supporting marketing program
References		1. Keller. K, Parameswaran. M.G, Jacob.I, (20--). <i>Strategic Brand Mana</i> (3 rd ed.). Prentice Hall 2. Managing Brand Equity: David A. Aaker 3. Building Strong Brands: David A. Aaker, The Free Press Business 4. Developing New Brands: Stephen King Advanced Brand Management: Paul Temporal

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MID-WESTERN UNIVERSITY, FACULTY OF MANAGEMENT
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Course Title		Sales Management
Course Code Number		MGT 553
Year II	Semester IV	Specialization: Marketing
Credit Hours		03
Course Objectives:		
Main objective		This course aims to apply management approach to analyze the sales executive's job, the duties and responsibilities involved, and the planning and implementation of sales and marketing programs.
Enabling objectives		<p>After the completion of all the learning units of the course, participants will be able to:</p> <ul style="list-style-type: none"> - Delineate the areas in which sales executives make decision. - Analyze decision alternatives and criteria in the sales management. - Provide cases as real-world illustrations of decision situations. - Plan and implement the sales and marketing programs. - Understand the interrelationships of personal selling and marketing strategy.
Learning Unit (LU)	Learning Hours (LH)	Contents
LU 1	8	Management and Organizations Introduction to sales management , The Sales Management Function- Scope and, Importance, Selling Skills and Selling Strategies, Selling Process, Management of Sales, Information,- sales organizations and its purposes, Setting up a sales organizations , - Types of sales organizations , - sales executive as a coordinator.
LU 2	12	Personal Selling and Marketing Concept Personal Selling in the age of information , General understanding on personal selling , Theories and philosophies of personal selling , Personal selling as an extended form of marketing concept , Evolution of consultative selling, Evolution of partnering , Strategic Alliance , The highest form of partnering , Sales potentials and sales forecasting methods and evaluations, Determining sales related marketing policies , Product policies, Distribution policies , Pricing policies, Promotional policies.
LU 3	5	Personal Selling Approaches General Understanding on Personal Selling Approaches, Objectives, Steps, Strategies, Deterring sales force profile, Product and Market analysis, Determining sales force size, Customer oriented selling approaches.

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LU 4	8	Sales Operations and sales process General Understanding on Sales Operations , Sales budgets, Sales territories, Sales Quotas, Control of sales, Sales meeting and sales contests , Organizing display , Showroom and exhibition , Overview of sales process, Developing prospect base. Approaching customer, Creating consultative sales presentation, Custom fitting sales presentation, Negotiating buyers concern, Closing the sales and developing the partnership.
LU 5	5	Management of the Sales Force Understanding on Sales force functions, Recruitment and selection of sales force, determining the types of people wanted, Nature of sales jobs, Orientation and training, Motivation of sales force (motivational tools), Development of compensation Plan, Assessment of sales force productivity and performance, Developing sales force development plan.
LU 6	5	Distribution Planning and Control Role and Function of Distribution Channels, Process of Selection for Distribution Channels, Distribution Analyses, Channel Dynamics,- Vertical Marketing System, Horizontal Marketing System, Multi Channel Marketing System, Channel Management, Assessment of Marketing Channel Performance.
LU 7	5	Channel Intermediaries Overview of Channel Intermediaries, Major Channel Members, Retail Structure and Characteristics of Retailers, Retail Trends, A Typology of Retailers, Wholesale Structure and Characteristics of Wholesalers, A Typology of Wholesale, Marketing Logistics, Logistics objectives, Market logistics decision for distribution channel, Role of Information system in distribution.
References		1. Still. R.,Cundiff. E.,Govoni.N.,(20--).Sales Management.(5 th ed.).Pearson 2. Karl F. GeraldL Manning and Barry L Reece. (20--) Selling Today: Building Quality Partnership. (8 th ed.). Pearson Education 3. Tanner, Honeycutted; Erffmeyer RobertC;(20--).Sales Management. Pearson Education

Net Contact Hour is 48 excluding the exams and tests.

Evaluation Module: 50 percent will be assessed through the internal evaluation and 50 percent will be assessed through end semester examination.

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Course Title		Service Marketing
Course Code Number		MGT 554
Credit Hours		03
Year: II		Semester: IV Specialization: Marketing
Course Objective		
Main Objective		The main objective of this course is to develop detail understanding of the service marketing about the different issues associated in the field of planning, implementation and controlling. It enables the learners to be more strategic with more acquaintance on subject matters by emphasizing different dimensions of service marketing.
Enabling Objectives		After the completion of this course, the students will be able to: <ul style="list-style-type: none"> - To familiarize with the special characteristics of services relevant for marketing - To analysis the customer satisfaction and complaint management in services. - To acquaint with CRM application in service marketing
Learning Unit (LU)	Learning Hour (LH)	Contents
LU 1	4	Foundation of Service Marketing Basic of Service marketing , Concept, nature and importance of service Marketing , Marketing of goods and services , Division of services, Environmental analysis of service marketing, Service marketing triangle , Assessment of Service marketing mix , Unit Case Study
LU 2	5	Understanding customers Understanding customer by developing Customer Relationship Management(CRM), An overview , of customer relationship management , Making customer relationship more practical , Traditional Marketing vs. relationship Marketing , Targeting and positioning various services , Customer retention policy, Life time Value of customer Developing approaches to CRM , Unit Case Study
LU 3	4	Designing and Managing Services Designing and managing Services, Identification of nature of services, Service industry is in everywhere, Categories of service mix, Designing services effectively, Marketing strategies, for service firms, A shifting customer relationship, Recommendation for improving service quality, Unit Case Study
LU 4	5	Managing the Service Delivery Process

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		A fundamental of service management delivery process, Designing and managing service process, Balancing demand and capacity, planning between service environment, Managing people for service advantages, Unit Case Study
LU 5	5	Managing Service Brands and Product Support Services Management of service brands product support services, Differentiating services, Developing brand strategies for services, Identifying and satisfying customer needs, Post sales service strategy, Unit Case study
LU 6	6	Managing Quality and Productivity in Service Marketing Management of quality and productivity in service sectors, Overview of quality, Determinants of quality of goods and services, Service productivity, Improving Service productivity, Unit Case Study
LU 7	6	Implementing Service Marketing Implementing Service marketing, Managing relationship in services, Relationship tools and strategy, Building customer loyalty, Customer complaining behavior, Service Recovery, Concept, customer response to effective customer recovery, Empowerment and service recovery, learning from Customer feedback, Unit Case Study
LU 8	7	Service Models Understanding Service models, Service quality Gap model, Gronros model of service quality, internal marketing, external marketing and interactive marketing, Challenges in marketing of services, Unit Case Study
LU 9	6	Service Marketing in Nepal A glance of service marketing in Nepal , Marketing of Banking services (Any case study of govt. Bank vs. Private Banks), Marketing of transport service (Any case study especially Sanjha and Trolley Bus), Marketing of insurance service (Comparative analysis of Nepal Beema Sansthan and other insurance companies), Marketing of Hospitality Services, Marketing of educational Services, Marketing of tourism services
References		1. Lovelock, C, Writz, J and Chaltjee , Service Marketing- People Technology Study, Pearson Education 2. Marketing Management. Philip Kotler 13 th edition, a south Asian Perspective

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